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Regional Oral History Office

Walter A. Haas, Sr.

CIVIC, PHILANTHROPIC AND BUSINESS LEADERSHIP

With an Introduction by
Clark Kerr

An Interview Conducted by
Harriet Nathan

Copy No. 1



Walter A. Haas, Sr.

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PREFACE

The Northern California Jewish Community Series is a collection of oral history interviews with persons who have contributed significantly to Jewish life and to the wider secular community. Sponsored by the Western Jewish History Center of the Judah L. Magnes Memorial Museum, the interviews have been produced by the Regional Oral History Office of The Bancroft Library. Moses Rischin, professor of history at San Francisco State University, is advisor to the series, assisted by the Center's Advisory Committee: Harold M. Edelstein, Seymour Fromer, Mrs. Theodore Geballe, James M. Gerstley, Professor James D. Hart, Louis H. Heilbron, Frank H. Sloss, and Robert E. Sinton. The series was inaugurated in 1967.

In the oral history process, the interviewer works closely with the memoirist in preliminary research and in setting up topics for discussion. The interviews are informal conversations which are tape recorded, transcribed, edited by the interviewer for continuity and clarity, checked and approved by the interviewee, and then final-typed. The resulting manuscripts, indexed and bound, are deposited in the Jesse E. Colman Memorial Library of the Western Jewish History Center, The Bancroft Library, and the University Library at the University of California at Los Angeles. By special arrangement copies may be deposited in other manuscript repositories holding relevant collections.

The Regional Oral History Office was established to tape record autobiographical interviews with persons prominent in recent California history. The Office is under the administrative supervision of Professor James D. Hart, the director of The Bancroft Library.

Willa K. Baum
Department Head
Regional Oral History Office

June 1975
Regional Oral History Office
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University of California at Berkeley

CALIFORNIA JEWISH COMMUNITY INTERVIEW SERIES

Rinder, Rose (Mrs. Reuben R.), Music, Prayer, and Religious Leadership: Temple Emanu-El, 1913-1969. 1971

Koshland, Lucile Heming (Mrs. Daniel E., Sr.), Citizen Participation in Government. 1970.

Koshland, Daniel E., Sr., The Principle of Sharing. 1971.

Hilborn, Walter S., Reflections on Legal Practice and Jewish Community Leadership: New York and Los Angeles, 1907-1973. 1974.

Magnin, Rabbi Edgar F., Leader and Personality. 1975.

Fleishhacker, Mortimer, and Janet Choynski (Mrs. Mortimer), Family, Business, and the San Francisco Community. 1975.

Haas, Walter A., Sr. Civic, Philanthropic, and Business Leadership. 1975.

Haas, Elise Stern (Mrs. Walter, Sr.), The Appreciation of Quality. (in process)

Salz, Helen Arnstein (Mrs. Ansley), Sketches of An Improbable Ninety Years. 1975.

Related information may be found in other Regional Oral History Office interviews with Lawrence Arnstein, Amy Steinhart Braden, Adrien J. Falk, Alice Gerstle Levison (Mrs. J.B.), Jennie Matyas, Walter Clay Lowdermilk, Mrs. Simon J. Lubin, and with Harold Zellerbach whose interview is now in process. Untranscribed tapes of interviews with descendants of pioneer California Jews conducted by Professor Robert E. Levinson are on deposit at The Bancroft Library and the Western Jewish History Center.

INTRODUCTION

Walter Haas can be viewed in two major ways. First, by what he has done. He has led a local enterprise into international standing. He has helped in the development of San Francisco and of leading institutions in the Bay Area and Northern California. He has shown great skill as a philanthropist. He has been a progressive force in politics.

Second, by what he is. He is loyal--to his family, his friends, his community, his University. Kind--to all of these, and to his employees and to everyone he meets. Wise--in his choice of projects and policies to support. Courageous--in standing against the current stream of opinion.

The second way is the real way to view Walter Haas.

Let me illustrate. In 1956 there was a "panty raid" at Berkeley that attracted international attention. It was part of a nationwide fad, but it was more than that. Berkeley students then had very few recreational facilities. I was concerned about this and took an interest in how the mouth of Strawberry Canyon could be developed into playing fields, a swimming pool and a club house. The problem was money. I thought of only one person who might best react to the personal needs of the students and that was Walter Haas. He responded immediately and fully, made the project possible and then allowed the University full freedom in developing it. Many, if not most, alumni at the time were morally outraged at the panty raid and were anti-student. A more positive view, however, prevailed.

Another illustration. I was fired as President of the University of California on January 20, 1967, partly as a result of the efforts of the new Governor, Ronald Reagan. I was, thus, also, in effect, fired by the Establishment of California. The next week Walter Haas invited me to lunch at a leading club in San Francisco along with Dan Koshland. As I walked into the dining room, I recognized almost everyone in the room. A few nodded as I went by. Most looked at their plates. Walter was a most friendly host throughout the luncheon. At the end, after most had left, a few of his close friends came up to say hello to him and to me. He had declared his friendship and policy

support in the face of a contrary majority attitude on Montgomery Street, the center of power in San Francisco. That luncheon is one of the warm memories of a cold period. It was characteristic of Walter Haas.

Clark Kerr

September 1974
Berkeley, California

INTERVIEW HISTORY

Place: Walter A. Haas's office in the penthouse of the Levi Strauss & Co. building, 98 Battery Street, San Francisco.

Dates:	Interview I	October 1, 1971
	Interview II	October 22, 1971
	Interview III	November 12, 1971
	Interview IV	December 10, 1971
	Interview V	January 14, 1972

After transcription, the interviews were lightly edited and submitted to Mr. Haas for his review and approval. He made a few editorial corrections and added some appendix material.

Duration: Interviews were approximately one and one-half hours each, usually lasting from 10:30 a.m. until noon. Mr. Haas spoke easily and quickly, with an occasional pause to laugh at a reminiscence, or to light a pipe. The office walls and desk held pictures and mementos of family, friends, and numerous interests. Outside his window the frame of a new building was rising, a reminder that only a few blocks away a new Levi Strauss & Co. building was to be constructed at Embarcadero Center. Although the five interviews were conducted in his office, Mr. Haas took care to limit his remarks about Levi Strauss & Co.; as he indicated, he preferred to develop that material in the Levi Strauss & Co. business memoir in which he would be a leading participant. In "uptown" matters related to his home, music, and art, he deferred to his wife, Elise Stern Haas, who was preparing her own oral history memoir. Thus, this memoir focused primarily on the "downtown" (other than Levi Strauss & Co.) and civic, philanthropic and personal interests of Mr. Haas's long and eventful life.

He spoke with warmth and appreciation of people who have been close to him, and with zest of business, travel, sports, conservationist and public activities in which he has carried major responsibilities. His style is that of an active participant, yet he appeared somewhat surprised by the recognition and honors that have come his way. Despite an impressive list of achievements, he spoke briefly and modestly of himself, but his eyes sparkled with sportsman's pride when he recounted his 45-minute fight with a seven-pound steelhead on a three-and-three-quarters-ounce rod and a dry fly. The fish did not get away.

Harriet Nathan
Interviewer-Editor

15 October 1974
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I ANCESTORS AND FAMILY MEMBERS

Haas: I was born May 11, 1889. My parents were Abraham and Fannie Haas, formerly Fannie Koshland. Although we were living in Los Angeles I was born in San Francisco in a house on Pine Street, I think 1908--now number 1948. It still exists there. I never knew my paternal grandparents who were named Koppel and Fannie Haas and lived in Reckendorf, Bavaria--which incidentally I visited with my sons many years afterwards.

I did know my maternal grandparents named Rosina and Simon Koshland. I did not know Simon so well, but Rosina was alive and very often I would be left at that house overnight.

Nathan: Were they in San Francisco then?

Haas: In San Francisco at 1908 Pine Street. I remember this house very well; we lived there, used to play games in the back yard. This house was then occupied, after they died, by my Aunt Nettie Sinsheimer--whose descendants have changed their names to Sinton.

Of these various aunts I do remember very well Nettie Sinsheimer, married to Henry Sinsheimer, Carrie Greenebaum, married to Emil Greenebaum. Then the brothers Joe Koshland, Abe Koshland and Jesse Koshland. I knew all of them very well. I saw them frequently here or in Boston.

Oh, I should add Dan Koshland's father, Marcus, married to Cora Schweitzer. His family of course (and all these families) have been close to me.

With Joseph I went on many trips because he was the father-in-law of my great friend Albert Schwabacher. We used to go to Wyoming. Jesse came out here--Jesse

Haas: and Abe and Joseph were in the wool business in Boston. Abe and Jesse afterwards came to San Francisco with their wives and lived at the St. Francis Hotel after the wool business was discontinued. Jesse Koshland lived to a ripe old age and his widow, Edith Koshland, is still in the St. Francis Hotel. As a matter of fact, Edith Koshland, who was much younger than Jesse, was my contemporary. I went to school with her at the Pacific Heights School.

As to my father's family, he had three brothers, Sam, Jacob and William Haas and also had three sisters who lived in Germany and whom I met either in Bamberg or Nuremberg. There were also two stepsisters whom I hardly knew; their married names were Weiler and Meertief. One of the sisters was married to Mr. Raiss, who lived in Bamberg, one married to a Triest, who lived in Bamberg, and another one married to a Steinlein, who lived in Nuremberg. As a matter of fact, the Nuremberg one we knew very well because both my sister Ruth and myself were left by my parents in Germany for several months and we lived with the Steinleins in Nuremberg.

Nathan: How old were you when you stayed with them?

Haas: We were pretty young. I really don't remember. I guess we were teen-agers. All of these foreign relatives were in the hop business, but in addition, the Steinleins had a riding ring and sold horses to the German government. We used to go to the riding ring and used to enjoy it. Nuremberg then was a beautiful city as it is now. I have visited it once since the German war but not since the Nazi occupation.

Nathan: Was that an unusual business for a Jewish family to be in?

Haas: The hop business was very usual. They had to know the brewmasters very well to have the hops sold to them. Being in the horse business was, I think, unusual.

I would go to the riding school and see various cavalrymen of the German Army riding around in there.

Our family was very close to the maternal aunts and uncles. I knew the children very well, particularly the Sinsheimers. Edgar Sinsheimer was my close friend; we went to college together and lived together in college. He is still alive, under the name of Sinton, and we are still very great friends. Stanley, his brother, I also knew well. He was in the wool business with the Koshlands in Boston and then came out here and entered



Haas: the brokerage business and died, I guess eight or nine years ago, leaving a widow who is still alive here. The Greenebaum aunt left two daughters; one of them died: Emily. Bess, who married John Altman, is still alive and around as a widow and we are close to her.

The sons of Abe Koshland, William and Steve Koshland-- I should have named them in the reverse order. Steve is the oldest, is still alive in New York. Steve is a broker on Wall Street and William is the head of Knopf and Co., the publishing house which is now owned by Random House.

Joseph Koshland's daughters were May and Ethel. They came out here during the summer early in 1914--May and Ethel both came out and lived here in Atherton in a house that my parents had taken. While May was there she became engaged to Albert Schwabacher, my very great friend, one of my greatest friends in life who died just a few years ago. We were friends for a long time. Ethel is still alive, but both of these are widows and are very deteriorated.

I think I've got most of the family. Now to my own sisters. My parents lived in Los Angeles. I think they were married in '86. They had one child, a son, Charlie, who died a few months after I was born in May so I never knew him. My sister Ruth married Philip Lilienthal, again, a very great friend of mine, a member of our crowd-- which really consisted of Phil Lilienthal, my sister, the Schwabachers, Morgan Gunst and his wife and Edgar Sinton and his wife.

My sister Eleanor married Dan Koshland. She was the youngest; she was born at the turn of the century and died quite a few years ago. Dan Koshland, whom I mentioned before, became associated with me after banking experience in New York, when I invited him to come out to Levi Strauss & Company. I entered Levi Strauss & Company in 1919. I think he came out in 1922. We've been associated and close together ever since. He has remarried. Our association in business has continued and we have never had a harsh word--ever--or an "I told you so" even when we agreed or didn't agree.

Sam Haas was married. I knew him. I don't remember his wife. But he was then still living in New York on 80th Street with his daughter who married Dudley Sicher, who became a great friend of ours. He was particularly befriended and loved by my mother. He has a son who is now a doctor. He was present at my son's wedding in New York but I have not seen him since.

Haas: I should say that I had a cousin, Charlie Haas, whom I didn't mention, among the children on my father's side. I did mention the Sam Haas child. The William Haas children were: the oldest, Florine, who became Florine Bransten and is still alive, Alice, who married Sam Lilienthal, and Charlie Haas, my cousin to whom I was close. I lived at their house on Franklin Street. Sometimes when my parents weren't here and they didn't take me to Europe I lived at the house on Franklin Street; I think it was 2007 Franklin. The number may be changed; it is still there, an old Victorian house that is considered a landmark.

For a long time, Mrs. Alice Lilienthal lived there alone in this enormous house which she expanded to take care of Madeleine and William Haas, her niece and nephew, when their parents died. She lived in this house which is quite an interesting and famous house on Franklin Street. Alice died in 1972 whilst swimming in her daughter's pool.

I think that pretty well covers uncles, aunts, cousins. Now as to my parents, Abraham and Fannie Haas. My father died in 1921. He was much older than my mother; he died at the age of 74, so I was 32 when he died.

Nathan: Had he been born in Bavaria?

Haas: He had been born in Bavaria. He came to this country at the age of about 16. My mother has told me, the ship came to the canal; they crossed the isthmus, rode the railroad, then took a boat to here. He started in business in Portland. I don't remember this too well. He would tell me a famous old story about Portland, when he was a young fellow. They were on the Columbia River, he and some friends and the captain of the boat that was going along the river. The captain allowed the young men to handle the boat in turn and finally they saw some breakers and rough water. They kept saying to the captain, "This is a cinch! How can you get paid for a job like this? There is nothing to it."

When they came to the rough water they called the captain and the captain said, "You see, boys, if there wasn't rough water there wouldn't be captains!"

I have remembered this story all my life.

From Portland my father went to a little mining town, Vallecitos, in California. There he ran a store. This was reasonably successful. He lived over the store. They were dependent on the mines near there and they took mine

Haas: certificates in payment for their groceries and other things. My father lived above the shop; they could ring the bell. He was available to tend the shop at any time, night or day.

Nathan: I wanted to ask about mine certificates. Would that be like scrip?

Haas: Yes, scrip at the mines.

Unfortunately the mine closed, failed and he had the scrip and so after all these years (I don't remember how many), he was out and broke. He went to Los Angeles and formed a partnership with Herman Hellman, a brother of I. W. Hellman of San Francisco, informally called Shiah. This partnership started a wholesale grocery business. Herman Hellman did not contribute very much to the business. A lot of nephews came there. One, Baruch, married the daughter of one of the German aunts I mentioned before.

Then out in succession came three Carls: Karl Triest, Carl Raiss and Carl Steinlein. They were all Carls named after their grandparent Koppel Haas: Carl was the Anglicized version. They all went into the business. The grocery business was then a good business, successful, and gave credit and had all sorts of merchandise, such as meats, flour, corn, oil. My father remained in that business and headed it until 1900, when he moved back to San Francisco. This was a promise given to his mother-in-law, that he would bring his wife, my mother, Fannie Haas back to the big city from Los Angeles.

Before he left Los Angeles he was given a civic banquet. I remember we went to a restaurant. I was only eleven years old at that time and he read me over his speech. He had never made a speech before and he was very nervous about that.

He was very influential in the life of Los Angeles. As I say, the grocery business was a success. During this time he became very friendly with a young man by the name of Oscar Lawlor, who was studying to be a lawyer and was a cloakroom attendant at the California Club in Los Angeles. My father got him his first job as attorney for the Board of Trade of Los Angeles. As is known, Oscar Lawlor became United States District Attorney and operated one of the largest law firms in Los Angeles. I used to visit him when he was 80 and 90 and retired.



Father's Varied Interests

Haas: My father was interested in many things besides his direct business. My father had a keen mind. He came here and learned English, had a beautiful handwriting, was very proud of his ability and he really talked without any accent.

Outside of the grocery business, he started a ranch outside of Los Angeles. His friend Mr. Graves, who ran the Farmers and Merchants' Bank, said, "Mr. Haas, you will need the grocery business to support the ranch," which became true. On the other hand, he was instrumental in forming the first flour milling business in Los Angeles, the Capitol Milling Company, which still exists. He turned over most of his stock to his brother Sam, in New York, which became Sam's chief income.

He then helped to form the first cold storage businesses in Los Angeles. I do not know with whom. He also joined up with Messrs. Kerckoff and Balch to form the first hydroelectric business in Los Angeles. It was called the San Gabriel Electric Company, which engaged in the earliest known transmission of electric power over a distance. I think it was 30 miles. I think this begins to show the breadth of my father's mind.

This business was really squeezed out by one of the Huntingtons. But this group of Kerckoff, Balch and Kasper Cohn, who was in the banking business, formed the San Joaquin Light and Power Company which existed and has been bought out as one of the components of the Pacific Gas and Electric Company. They also went into the natural gas business and formed the Midway Gas Company and the Southern California Gas Company, which were eventually sold out at a great profit to Pacific Lighting Company. As a matter of fact, they were transmitting gas from the Bakersfield and Midway field in Los Angeles and suddenly gas was discovered right near Los Angeles.

If this gas had been taken up by others these companies would have been destroyed, but on account of my father's friendship with a man by the name of Murphy, who was one of the largest single owners of the Standard Oil Company, Midway Gas was able to take in these fields. Otherwise they would have gone under. Instead of which, the Midway Gas Company and the Southern California Gas Company were sold out at enormous profits, actually during my lifetime, after my father's death. I wish he could have

Haas: seen the results of his labors. I would say that this became one of the chief foundations of our family fortune. The wholesale grocery business was liquidated and I had just started at Levi Strauss, which was a very small and modest business.

I remember showing the checks for the sale of these companies to my father-in-law and they were in the millions. We had never seen anything like that in our lives at that time.

Nathan: How do you account for your father's great business acumen?

Haas: I don't know. I hope some of it has rubbed off on me. He was absolutely remarkable in these undertakings. The grocery business was good, gave off some additional capital which did not have to be reinvested. The amounts of these investments were very small in present day money. I've heard of these that were all successes; there may have been failures. In addition there was the drayage done by horses and teams and he went into partnership with the draying company whose name was Fuller Brothers. They started to raise cattle on beet pulp from the Union Sugar Company, which was the first development of its kind. I think this is a tribute to my father's capacity and foresight.

Beyond all that, because of his age, which was far greater than mine, I think he took extra pains to give me an insight into these things, even in the days when I went to college. By that time we were in San Francisco. He had an office in the back, the back office of Haas Brothers, Wholesale Grocers. As a matter of fact, my father and William Haas were sort of interchangeable. They would go to Europe on three to six month stretches and if that came up, my father would come to San Francisco and sort of operate the grocery business here in San Francisco.

He also would take William Haas's place on the Wells Fargo Bank and when William Haas came back he would resign and William Haas would be put back on. This was a very peculiar relationship. William Haas was basically a trader, in coffee and other things. My father divided up his interests in the San Joaquin Light and Power Company with his brother and some other relatives.

Actually, when this started (I am a little bit out of turn), this company needed to borrow money. William Haas was impatient. He saw nothing coming, more papers, because at that time in the company whatever money was

Haas: put in, you received bonds for. They got preferred stock and common stock for interest, which could not be done today but at that time it was a very pioneering company; and also my father had to sign notes at the bank. Notes for the San Joaquin Light and Power Company were signed by William Kerkhoff, Allan Balch and Kasper Cohn and then my father. The bank would not give them the money until my father's name was down because his was the only one that had real credit.

I said to my father once, "How can you sign a note for \$400,000?" He said, "I would be glad to take over the company if the note was not honored." How right he was, because the company was later sold for millions and millions of dollars to the Pacific Gas and Electric Company.

As I say, I used to go over his books because I was interested; he wanted me to learn about his affairs and this became very important because as I say, he died when I was 32. This stood me in good stead, that I did have some knowledge of his affairs, and I was very much interested in all this.

Boyhood Recollections

Haas: Now, we'll go back to myself and my youth.

I remember very little about Los Angeles except I went to the 8th Street School at 8th and Grand Avenue; and for wood working, or sloyd as they called it then--

Nathan: Sloyd?

Haas: S-L-O-Y-D, yes. I went to the school on Spring Street, I think between 4th and 5th Streets. This was a school in the heart of the downtown business section, you see.

We lived on Olive Street, near the corner of 10th. This street was unpaved and the rain caused a quagmire. This property has since been acquired and is the southern branch of the Federal Reserve Bank of Los Angeles. We also had property going to Grand Avenue, back of our house. We were next to the Baruch house. They also had property going back, and my father bought the corner of 10th and Grand Avenue. I remember we used to play in this ground; we grew radishes; we used to build lakes.

Haas: I do remember going to dancing school right next to the place. I didn't care for dancing school. I used to look out and see my friends playing out in the back yard. I didn't care much for this at the age of ten or eleven. Dancing was not my game. As I say, we sold this property to William Garland and I really think at a price that has never--despite the growth of Los Angeles--been equalled, because the growth never went in this direction. It went out to Westlake and Beverly Hills.

In 1900 we moved to San Francisco. I remember being on a train with my sister, both of us crying and saying, "Dear Los Angeles! We'll never see you again!" Since that day, as President of the San Francisco Chamber of Commerce I was called upon in Los Angeles to make a speech. I made one whilst they were saying how everybody came to Los Angeles and I told them how I was one of those who left. This brought down the house.

I had typhoid. I was not a sickly boy but small and not very vigorous. I had typhoid at, I think, the age of ten. Dr. John Haynes was our physician. His name has become famous since as the sponsor of various movements. I remember my typhoid treatment of that time. I got very hot. They plunged me into a cold bath. I dreaded this. It was a horrible form of treatment. I had a little champagne at times. How I recovered, I don't know. My poor dear mother used to come in the room--even her rustling skirts used to bother me, I was so on edge. She was so dear and so wonderful to me all my life. We always on the Fourth of July used to get up early and shoot off firecrackers and the first thing we did was the biggest bomb. So while I was sick (and this was before the Fourth of July) we had all these great big firecrackers and things, thinking I was going to be up for this. Of course I wasn't but this pleased me no end.

Did I know anybody in Los Angeles?

The only ones I remember are people by the name of Pulaski and they were down the street from us. Oh yes! There were some other boys, the Dukies. A great friend of my father's in Los Angeles was Henry O'Melvaney, who later formed--and that remained with his sons--the largest law firm in Southern California. So evidently my father either chose his friends and associates or they chose him in a most remarkable way for a small town merchant.

Nathan: Were your parents affiliated with any temple in Los Angeles or were they interested at all?

Haas: Yes, they were affiliated with the temple. It still exists. I forget the name but Dr. Magnes was the rabbi. I do not know, outside of business, what other agencies my father or mother were involved in in Los Angeles. I do remember the business was open seven days a week and on Sundays my father and the Carls, his nephews, would go to the business. At that time the letter writing and all was done by hand and by copying. They would go there for several hours on Sundays. There was also a men's club there but I don't think they went to it very much.

Incidentally, my mother housed in her home at least one of the Carls as a steady boarder all the time and they all came Sunday night for dinner. While we were there gas light was changed to electric light. To show the caution and the way money meant a great deal then and wasn't wasted, the fixtures were rewired, the gas fixtures, for electric globes.

My mother was a fine looking woman. She was a wonderful housekeeper and delighted in serving the most excellent meals. She knew a great deal about cooking and always brought out the best in whoever was handling the kitchen.

She loved to give meals with mixed groups and these turned out to be great fun. In my later years, when we were living on Pacific and Lyon and she was at Pacific and Webster, I was able to drop in on her most every morning. When we were first married, our parents on both sides thought we should have at least one meal with them every week. Gradually, we began to ease up on this. My wife and I thereupon determined that we should have no regular times when our children felt they had to come to us but, rather, that we would make dates as they particularly suited us or our children.

Growing up in San Francisco

Haas: I think I'll now come to San Francisco where on account of Los Angeles schools, I think, being better than San Francisco schools, I skipped a grade and went into the last grade of Pacific Heights School. My sister went to Miss West's Academy.

Nathan: This was your sister Ruth?

Haas: Yes, my sister Ruth went to Miss West's Academy. My

Haas: sisters Ruth and Eleanor were both born in Los Angeles and I was born in San Francisco.

I went to Pacific Heights School. There was my cousin--Edith Guggenheim, who later became my aunt--Mrs. Jesse Koshland--we were in the same grade and about the same age; Jesse Lilienthal was in that class, and some others, all of whom have gone. Then I went to Lowell High School at a very early age. Lowell High School then was on Sutter Street between Gough and Octavia and I went there for four years. I particularly remember some teachers: Mr. C. C. Young, English teacher, who later became governor of this state.

Fred Koch was my science teacher. Koch and Kelley, another teacher I think, started the first boys' camp in America and we went with them--I forget the year--I guess the year before graduation. We started at Placerville. We had a horse-drawn wagon which carried supplies and our bedding and we walked. We walked, stopping anywhere, from Placerville to Fallen Leaf Lake where we made our final camp.

I remember Edgar Sinton was along. I don't remember the others on that camp. My friend Albert Schwabacher was to go, but his parents got worried about this and he was withdrawn before this was started. To my knowledge, although now camps have become permanent, this was the first time a boys' camp, camping with teachers in summer, had ever been started. We performed real hard work. Our equipment was very crude. We swam in the lake. The only boats we had were fallen down logs, which we cut up. This turned out very well.

I should have gone back to say after my typhoid in Los Angeles, this probably was the best thing that ever happened to me. After that I became strong. To this day, I was in the hospital once before my 80th birthday at which time I was recovering from a heartattack in intensive care. I should amend that. I was there for one night once because I had a bursa and Dr. Sirbu thought it would be better for me to be in the hospital over night, although this was not necessary. So this typhoid must have taken all the bad bugs out of my system.

Nathan: Yes. That's a rather heroic cure.

Haas: Now we come to San Francisco. There was Koch and Kelley. There was Miss Hotchkinson; she gave Latin and this course I never did very well in. In fact, I didn't have a passing grade, but I graduated. My other grades were good,



Haas: particularly in mathematics where a man by the name of Crofts was the teacher. Evidently I was quite good at mathematics because when some of the school board would come around to examine the class I would be sent to the blackboard to do some problems. I was very poor in languages but I was good in mathematics and the sciences. As a matter of fact when I left high school, they asked the class what they were going to be; I put down "engineer." There is not much to remember in high school. I do remember that I got excused early. I graduated in 1905, but was abroad at that time.

We went to Europe for one year. My parents thought that would do as well as college for me because I was very young. As a matter of fact, after staying out for a year I graduated from college before my 21st birthday. That was because of the Los Angeles schools giving me a boost and I was too young to go to college. So we went to Europe for a year--a good part of a year. We came back to New York at the Netherlands Hotel and while there the report of the San Francisco earthquake and fire came to us. The people in New York were so nice, and thinking we had lost our all, they were prepared to let us stay there for nothing.

My father started back as soon as he could get transportation.

Nathan: By train, then?

Haas: By train to San Francisco. My uncle William Haas was a very nervous type and he was in San Francisco when they had to open the safe. Fortunately their papers were not burned and they had their records and for that matter so did Levi Strauss & Company, which I entered later.

Thinking all was lost, I went to business school in Boston. We moved from New York to Boston for a few months because the Joseph Koshlands were living there and it seemed a good place to hole up in. My father sent for us and he had a house in Berkeley. As a matter of fact, our home was in San Francisco at that time. We started at Jackson Street and then my father bought a house at the northwest corner of Van Ness and Jackson. At the time of the fire and earthquake there was no water. The fire fighters had blown up the other side of the street and there was dynamite in the house. They were prepared to blow it up, but the fire stopped at Van Ness Avenue.

Nathan: You were saying earlier that the birth of Margaret Koshland taught you something. I'd love to have it on tape, because I think that it is very funny.



Haas: After mentioning my relatives, I should go back to say that Marcus Koshland (my mother's brother) and his family were very close to us; their children, Daniel, whom I mentioned before as my lifetime associate, Robert and Margaret Helen "Prosperity" Koshland, named on account of the McKinley regime. But the relationship to my own personal life is that at her birth I learned that children do not come from birds and bees and flowers.

Now where are we? Are we going on to high school?

Nathan: Right.

Haas: I went through high school. We were in New York and I think I said we were in Boston and then came to our rented place in Berkeley.

Nathan: Do you remember where that was, in Berkeley?

Naas: Oh, it was in North Berkeley, on Euclid Avenue. Then, as San Francisco became inhabitable I came back here.



II THE YEARS AT THE UNIVERSITY OF CALIFORNIA, BERKELEY

Haas: I went to college. [University of California] I can't say that I entered much in the social life of college. Unfortunately I arranged my courses so I had no Saturday courses and used to come back to San Francisco from Friday night to Sunday night or Monday morning, so I probably attended one dance. I was hardly known in my class.

Nathan: Was this true of a number of the San Francisco people?

Haas: I think a great many commuted.

Some School Friends and Instructors

Haas: The first college acquaintance I made was the first day when I went to gym. I ran into a man by the name of Lafayette Lewis, later known as Louie Lewis. I mention him because he was working his way through college. He was living in a basement, I found out later, and pressing clothes and had a bad assignment for gym, which interfered with what he was doing. I hardly knew him; I offered to change with him. This became a lifelong friendship. Louie Lewis started pressing clothes, later became captain of the baseball team, became national head of the Elks organization, lived in Southern California and his children became great friends of mine. Two of his sons played on the football team and they became great friends of my children, in turn, at Bowles Hall. Louie Lewis was the first and longest school friend. He died several years ago. I've always intended to visit his widow, Rose.

Outside of that, I do remember some of my instructors. We had a brilliant group of people: Henry Morse Stephens



Haas: in English. I got to know him personally, only because he was a fellow whom my parents-in-law knew. I did not visit students. There was Jessica Peixotto, who gave courses in Sociology, I remember very well. I went with another young man by the name of Fred Elkus. We doubled up for her because we were taking courses in statistics and we used our statistics for sociology. [Laughing] We found out this worked very well. She was a wonderful woman and she had influence, I guess, on my after career and my interest in public affairs and social organizations, which has been very much a tradition in our family.

Outside of them, Charles Mills Gayley in English-- do you want this? Because I really didn't take part much in college life. But these two or three people had great influence.

I mentioned Henry Morse Stephens, Charles Mills Gayley in English. He wrote a book on classic myths which is a classic on Greek mythology. Also I took an accounting course with Professor Hatfield, which I must say had probably as much effect on my business career as anything because I did learn accounting. One of our assignments when we were doing accounting was to audit the books of the Faculty Club, because their books were a mess.

There was another one-- Adolph Miller--in Economics, who later became one of the first members of the Federal Reserve Board. I think this speaks pretty well for the quality of the professors at the University of California, even in those days.

I took very little part in college activities. I lived with Edgar Sinton in a boardinghouse. Later we moved to the corner of Bancroft and Telegraph and had an apartment in the building there and ate out at some cheap restaurants. I must tell you an interesting experience. When I came back from Europe, the doctor told me it would be good for me to drink beer. Berkeley was dry, so I had beer delivered from San Francisco. I found that other people knew it. It never lasted. So I had to give that up.

Nathan: Yes, the word would get around.

Haas: The word got around and we had other friends there. I really remember, I said, Lewis, Chaffee Hall, the girls: Irene Coffin who became class secretary. And, oh, some other ladies whom I'll think of, whom I have seen since-- and I will go into that later; because although I had



Haas: nothing to do with the class and had no prominence, later, because everybody else has died, I am head of the class! [Laughter] With a couple of others.

I was asked to tell you about things in college days and I would say that we had no interest in the outside world. Not in the least! Sports activities, yes. Outside world, no.

Two incidents I remember most particularly, the facts of the battle between the wets and the drys--that there should be no liquor at college functions, even off campus; and the drys won at that time. So different from now!

Another was a friend of mine, Dave Levy, now named Livingston, still alive. He was editor of a college publication, I think the Occident. In it he dared to indicate that some of the sorority girls smoked cigarettes. For that speech, the fraternity boys came to him and gave him a swift dunking in the Chemistry Pond. It is quite a change from today.

It came to graduation time, and as I said, I think commencement that year just happened to be before my 21st birthday, which is the 11th of May. I never attended my own graduation. In fact, I'd never been to a commencement until my grandson's. He had a commencement and he was valedictorian speaker, so I had to go to that--I wanted to go to that, I should say.

I went to Europe then with Edgar Sinton, Silas Sinton and Alvin Heyman. I had a wonderful time in Europe. I left the other boys occasionally because my father was over there taking a cure at Carlsbad. I would leave them for a few days at Carlsbad and see him and take sprudelwasser and walk along. I think Larry Arnstein was there. Then I would come back and I was very indignant because all we four divided all expenses but they kept a lot of laundry 'til I came back! I was a scapegoat. So we came back to San Francisco--

Nathan: I would just like to ask you where you travelled in Europe. Was it mostly in Germany? When you went the second time?

Haas: I don't remember. France, Paris, some of Germany and I remember going to Ostend in Belgium. Then we decided we would like to go fishing, so we engaged a fishing boat. We didn't know what we were doing. We got a commercial fishing boat and we went out with these people who were



Haas: hauling in nets. It was very rough and when they hauled in their nets some of these people would kill the fish or eat them alive. With that we all popped our cookies! [Laughing]

Choosing U.C.

Haas: You were asking how I chose the University of California. It seemed the natural thing to do; most of my classmates were going there. You entered without examination, except English A. It seemed easy to do and I thought after all I wasn't offered an Eastern college. My parents had the means to send me there. I didn't have to work my way through college. They gave me an allowance which was ample. I think it was \$75 a month and I saved money which my father doubled if I put it in a savings account, which gives a little difference between the costs now and then. My friends went there and so I chose the University of California. Also, I expected to remain in the West when I finished college.



III FIRST JOBS: NEW YORK AND SAN FRANCISCO

Haas: Actually, when I finished college I thought I needed further experience and I started work; I went to New York. I worked about three months at the Guarantee Trust Company. I get really a pleasure out of it when I go back and indicate that I was their oldest employee. We worked very hard there. I was in the foreign department, where we learned a good deal. I had to work nights to take care of cotton bills, for which time we would get supper money. One night I was so tired I remember I slept on the president's couch until morning. I lived on the west side of New York in some little hotel on 72nd Street. The Hargrave.

I was terribly lonely in New York. The only people I knew were my cousins, the Koshland girls and Will Scholle who was actually a cousin of my wife-to-be. They were very nice to me. One incident I do remember. We were given carfare as far as Maiden Lane, ten cents carfare. I found that I could walk it faster than going on the streetcar. I didn't take the ten cents. The office boys got after me then and made me take it; I was spoiling their deal.

After three months I went to what they called a commercial paper house, E. Naumberg and Company, which they and Goldman Sachs, who are still in that business, ran. Commercial paper was not well understood, but I was given every opportunity to learn.

Nathan: Did that have to do with loans?

Haas: Yes. I was sent out to check on credits. We'd go to the wholesale houses and others and ask about credits. It was expected that I would come back to San Francisco and try to represent them by going in with Carl Raiss and Company. Carl Raiss was my cousin and was very anxious



Haas: to have me. I also sat around the table where the mail came in and was able to see replies, people asking for money and so forth. I did learn something then which has made me interested in following commercial paper. Commercial paper is sold at banks at fixed maturity. It is different than loans. Sometimes banks can't get loans back when they want the money. Commercial paper is set at a fixed date--three months, six months--and banks would buy it to fill out their portfolios for certain requirements if they didn't have enough loans. Also, people saved money out of this, a one-half of one percent.

But at this time, there got to be a stringency. I would read these letters. In some cases the banks would no longer buy commercial paper and they were referred by Naumberg to their own banks. This always scared me and when commercial paper has been discussed recently at Levi Strauss, I have not been favorable towards it, although now it has started to be a much more important affair. Naumberg went out of existence.

I came back. I was lonely in New York, and my parents' 25th wedding anniversary gave me a good reason to come back. So I came back for that and then entered the business where Carl Raiss wanted me very much. So we entered the business in one room in the Alaska Commercial Building, which building is still here at Sansome and California Street.

I remained with Carl Raiss for about one year. I felt that the brokerage business was not producing anything, that I was not making any contribution to the economy. The kind of ideals that the young people have now is relevancy, but in mine there was never a question of not going into business. I was, as I said, intending to be an engineer, but then it was discovered that I was the last male in our line and had to really go into the business and take care of the family affairs.

I went to Carl Raiss. I felt the outlook was not broad enough, so I went then to Haas Brothers, who after the fire were at Sacramento and Davis Street. It was a wholesale house. The shipping and everything was from there. Charlie Haas, my cousin was there. We were very close. William Haas was still there. Between 1911 and 1912 I went there. Other people in that business, Charlie Haas, William Haas were still there for a while and father was in the back office there where I would see him and this was very pleasant to me because he was a wonderful man for me, even though he was aged. He treated me in business affairs like an equal.



Haas: Abe Meertief and the Klau family were also relatives and the Kalman Haas's of New York, who were only cousins. I mention them because their children have been close to us.

I started as cashier. They didn't have any business machines. I had to learn to add long columns of figures. This was a great strain on me, but after a while I could add through a column without having to check it.

From there I became a house salesman. I tried to start a house organ, but this wasn't very much.

IV MARRIAGE TO ELISE STERN

Haas: Then, in 1914 I married Elise Stern. This is quite a story because while I went around with our crowd and went to dancing school, I never knew Elise Stern until much later. She was not one who was going around with us, because she was a little bit younger. I don't really remember how we first became acquainted. But I guess we took to each other. (You don't want my dating days and things.)

Nathan: Why not? Your family probably would be interested.

Haas: She was strictly brought up. She could not go out except with friends. The only house she could go to was Marian Walter's, who became Marian Sinton, a great friend. She and I were bridesmaid and best man at the wedding of Edgar Sinton to Marian Walter. Anyway, I think we did meet and see each other in the summer. I think I will not go into these details. But I do remember one night I was calling on her. The Sterns were giving a party at 1998 Pacific Avenue and we went into the conservatory. We were there talking and by that time all the guests had left! [Laughs]

After we became engaged and secretly engaged, she used to meet me and we'd go out at noontime, that was the only time I had off. We went on the ferry to Oakland and back and had lunch on the ferry. That was how we met. But I will not go into details of our engagement. We did become engaged on June 11th, 1914, and planned a long, long engagement which I teased my wife about ever since. But we got married on October 18, 1914 at the Stern country house which was on Atherton Avenue. We have pictures of it. I don't know if you want to get some old pictures to go with this.

Nathan: Yes. Pictures would be very good.

Haas: Some can be dug up that I like.



Elise and Walter Haas, Sr. at their 60th wedding anniversary in 1974. Mrs. Haas is wearing her original wedding dress.

Haas: By that time the war had started in Europe, so we changed our honeymoon. We went down to old Del Monte. I had a Franklin car. I had a driver to take us down there but after that we were left alone.

As I said, Marian Walter and Edgar Sinton stood up for us. Some of my friends then were my ushers. Edgar Sinton who was my best man, is alive, the rest are all gone. I'll mention them: Albert Schwabacher, Morgan Gunst, Philip Lilienthal, John Stern--related to my wife. And her bridesmaids, among her other friends, I really have difficulty in remembering.

Anyway there was war in Europe so after our trip to Del Monte, we came back and stayed for a few days with her parents in Atherton. We then took a train to the Grand Canyon, where I still remember going down the Bridal Veil Trail on donkeys. From there, we went to Washington at the old Willard Hotel and spent a few days in Washington seeing the sights.

From Washington we took a train to Trenton, New Jersey where my uncle Joseph Koshland lent me his car and chauffeur and we went for a few days to the New England country which was turning colors in autumn, beautiful leaves turning. I don't remember at what spots we stopped, but we were then to come to Boston where my wife was to meet some of our family.

Instead of getting to Boston the night we expected, we stopped at Worcester. Why, I don't know, we just thought we'd stop there. The next night we came to Boston where there was a family party where we were to meet the Boston relatives, basically the Abe and Jesse Koshland family and Stanley Sinton and his wife. We remained a few days in Boston and then went to New York where we met my wife's family, who were in New York.

My wife's family, largely Eugene Meyer, Sr. and Harriet Meyer, his wife, Eugene Meyer, Jr. and his wife were there; Alfred Cook, who had married Ruth Meyer; Charlie Liebmann, who married Aline Meyer--they were the chief ones there. Liebmann's family was connected with the famous Liebmann Brewery in New York. Alfred Cook became an outstanding lawyer in New York.

This was as difficult for me as my wife's meeting our family had been.

From New York, we went to Cuba, which was quite different. We went to Cuba for four days because we couldn't go

Haas: to Europe and I remember Cuba was very crude. The thing I remember the most was the tropical climate--the fence posts actually grew, that is to say, the fence posts got leaves on them because they grew in the tropical country.

From Havana we went back to Florida and went to a resort town, not Miami, but Palm Beach--the Breakers Hotel for a few days, and we did not play golf. We just wandered around and enjoyed ourselves and from there took a train to go to Los Angeles where there were some of my wife's distant relatives.

I remember that we went to one of their houses and they were all going up to meet us. We met the whole crew. My father-in-law had a great sense of humor. He'd written a letter describing all these people. I remember Uncle Saul, who he'd said spent all his time at San Pedro, fishing off the pier and had tobacco juice all over him. Of course this wasn't so. [Laughter] But all we were thinking about was this letter. We stayed there a couple of days and then took a train to San Francisco. My father joined us and came up with us from Los Angeles to San Francisco. Elise, my wife, was very fond of him. He thought this was so wonderful to meet this young couple.

We came back to San Francisco, first went to the Fairmont (Hotel) for a few days and then rented an apartment at 540 Powell Street, a front, small apartment. That building and that apartment are still here to this day. I think we did have our own maid. They didn't cost very much in those days.

I remember one of my friends brought me some ducks. I brought them home unplucked [laughing] and the next day the cook left!

Children and Homes

Haas: We were in this apartment when our first son, Walter, Jr., was born on January 24, 1916. He actually was born at the Adler Sanitarium on Van Ness and Pacific Avenue, which then became, I think, the Dante Sanitarium. Now it is under different auspices. Our obstetrician was Dr. Knight Smith, known as All-Night Smith [Laughter]. He was most marvelous.

We had an extra room there and my mother-in-law wanted to be there during the proceedings. The baby was born and



Haas: my wife said it was so red and such an ugly baby.

I remember she compared him to the baby of the Sintons who were married after us. They had a daughter born and she was such a beautiful girl! So this was our first son, and we were back in the apartment and after we were back sometime, got a nurse, who was to be called "Nana," a very fine nurse. Nana's name is Mrs. Marie McLellan.

I know she took our boy out in a perambulator without having seen him. She had a look at him afterwards. But she was one of the old school--wonderful! She was with us for years. Oh, our children remember her.

While mentioning these early years, I should add that my wife and I have now reached the middle fifties of our joint venture. These have been happy and fulfilling years. She has been the most marvelous wife and mother and, in spite of our disparate interests, these years have been those of happy companionship and love. We have both been lucky in caring only for each other and having been blessed with such fine children, their happy marriages, and now our fine grandchildren. I have indeed been lucky in love as well as business, with many honors, but the warmth of the home and family life is the basic reason for my happy life.

Later on we rented a home on Presidio Avenue. It was fixed up; it was a beautiful little house and strangely enough, you couldn't tell from the lower floor it had a beautiful marine view from the second and third floors. We lived there for many years until we moved to a house at Lyon and Pacific Streets, a Willis Polk house, a beautiful house. Very elegant. Too elegant, in fact. Our children thought it was too much to bring their friends to. This house was given to us by my parents-in-law. We still lived on Presidio Avenue when Peter was born December 20, 1918.



V ARMY: WORLD WAR I

Haas: Oh, I should tell that this is a period in between, when I enlisted in the army. Unfortunately, the day I enlisted was the day of my mother-in-law's wedding anniversary. This was World War I. I had a wife, I had a child and I didn't have to enlist but it was a different thing then. It was the thing to do, just like the second World War.

We went back to Presidio Avenue, because I was assigned to the Presidio where I worked in the Quartermaster's Department and I was able to come home quite a few nights, as long as I got there for reveille which was very early in the morning. But I could walk to the Presidio and do that.

I remember at the Presidio we were in a warehouse and I was checking out food and checking it in, beef and soap and flour and this didn't suit me at all. My family went over privately to arrange that I could go to Officers' Training Camp. For this I was bawled out by my commanding officer, who said to me that I had been going over his head. I said I knew nothing about it, that it was done for me and did the best I could. I do remember that the people who were assigned there at the warehouse were all famous baseball players. It had nothing to do with the state of the warehouse. I've seen some of them since but I don't remember their names.

Then, when my assignment came, I was assigned to training camp at a camp in Menlo Park which is now a subdivision. I was assigned to the training camp, an artillery camp--Camp Fremont it was called. After being there a short time we were sent by train to Camp Zachary Taylor, which is at Louisville, Kentucky, and was the artillery training center. We were on the tourist class sleeper--three to a section: two in the lower section and one in

Haas: the upper and this was not very comfortable particularly in the lower section with great big people.

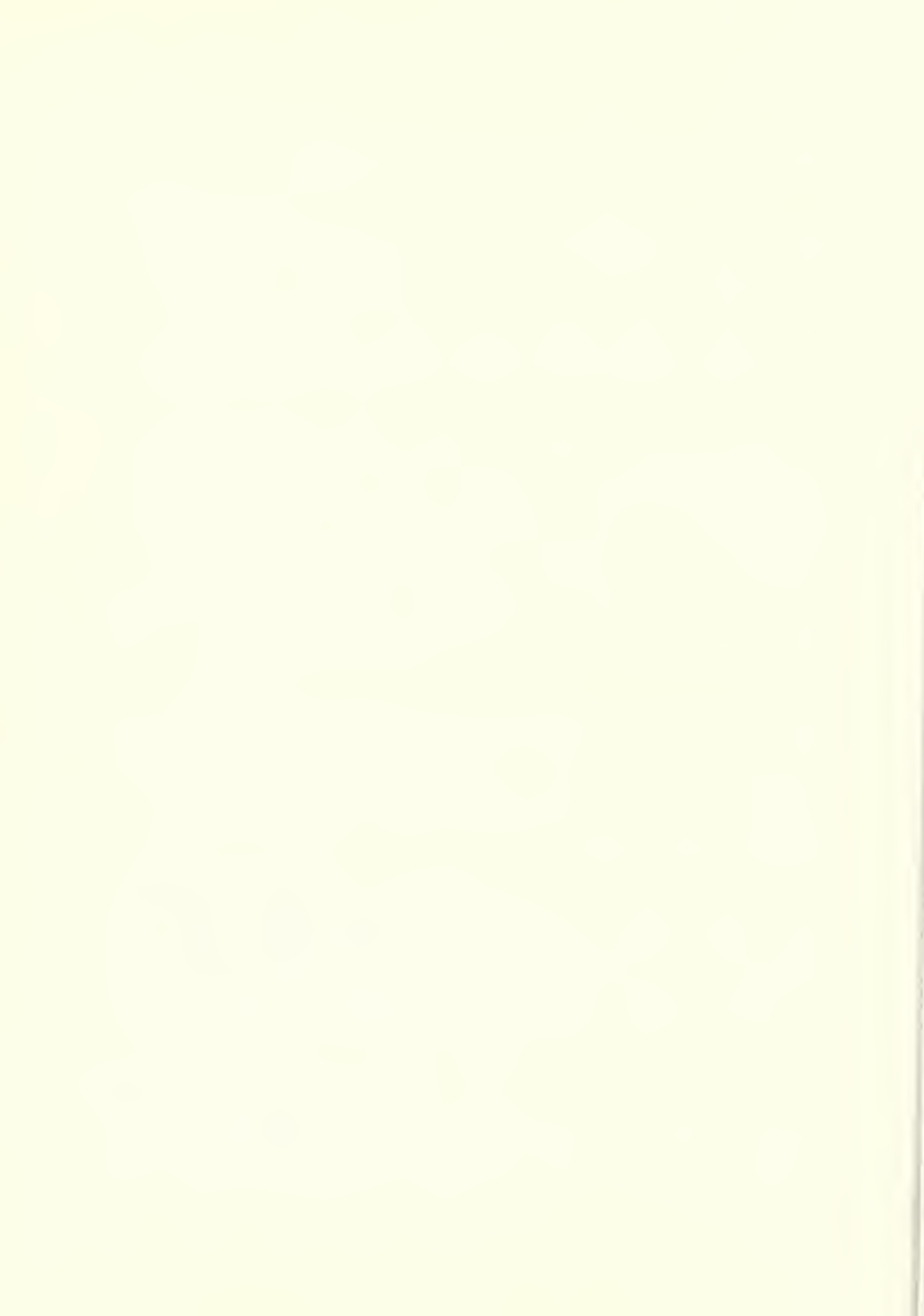
We got to Camp Zachary Taylor. There we went through a course of training for artillery. It was very badly done. We had broomsticks to train with and some French '75s, which we didn't ever fire. But the teachers they had sent to us were sent back from Europe. This was, I should tell you, in 1917 and '18, and they would send back their gold bricks from Europe. Our teaching was very, very poor and very repetitive. Anyway, when you were once there everyone was graduated--whether you were good or bad--except those who ran afoul of regulations.

My wife and my sister Eleanor came to Louisville and at the Louisville Hotel spent some time with us. It was very hot; they weren't there the whole time. My wife was pregnant with Peter. My sister Eleanor was with her for a while. She was then engaged to Dan Koshland, whom she later joined to marry in New York and I couldn't be there because my orders were to take me to Texas. I couldn't make it. I do remember before my wife came and we used to get to Louisville on weekends. You couldn't sell liquor to anybody in uniform, so we would go into a room, strip off our clothes and order the biggest drinks when we were out of uniform!

So finally we graduated. I remember the graduation day. My wife was there and we had five days to report on the way to Texas. She was there, Eleanor with her and we found there was a resort in Missouri. It was Kansas City, Missouri where we went. There was a little resort near there. I forget the name of it but it is well-known because Harry Truman came from there. Now I recall, it was Excelsior Springs.

We went there for a few days and then my wife left to go to San Francisco and I went to my assignment which was at a camp in Texas. We were only there a short time. We shortly moved from there to Camp Bowie, Texas, which is right near Fort Worth. I have been there since and tried to find the camp which no longer exists. In fact, I rang up the Fort Worth paper, the historical department, to see if I could even find where it was located and couldn't find it.

We were reassigned with a small cadre to Camp Donovan near Fort Sill, Oklahoma, for troops to come in on the draft. While we were there a terrible flu epidemic struck us. As a matter of fact, we never should have been compacted in this train from one camp to the other.



Haas: Actually we did no drilling, we did nothing except build latrine trenches and receive families who came to reclaim their dead soldiers. It was a very horrible experience!

Shortly thereafter, the family knew General John F. Morrison, who was commander of the district.

Nathan: He was commander of the Western Department?

Haas: Major-General John F. Morrison, Western Department of San Francisco. His office was in the downtown building at West Coast Life Insurance, now the West Coast Life Insurance Building. I was his aide-de-camp and really didn't have very much to do. I was waiting for assignment for a new division which was to be formed, again at Camp Fremont, where I was to be personnel officer. Then came the Armistice while I was still there. I was able, on account of being close to him, to get out very fast in December.

Whilst I was still in uniform, Peter Haas was born on December 20, 1918--also at the Adler Sanitarium. We were thinking of naming him John Haas, after Major-General John Morrison, but my father thought people would be calling him Jack Haas, so he was named Peter and his middle name is Edgar, after Edgar Sinton, my life-long friend.

Whilst I am talking about children, I should mention our daughter Rhoda's birth on September 20, 1924, when we were living at Lyon and Pacific Streets. We were very much delighted to have a girl, after two boys, and I remember cabling my mother, who was in Paris, who wired back: "Congratulations. Call her Gloria." But we named her Rhoda Frances, after Rosalie, my mother-in-law, and the Frances after Fannie, my mother.

Now we are back to December, and this really represents quite a change in any life.

Armistice, and the Move to Levi Strauss

Haas: While I was in the army I was on the payroll of Haas Brothers, not at a very high salary. I expected to go back to them. My father-in-law Sig Stern came to me when I came back from the war and said, "Why do you go back to the grocery business? Come into Levi Strauss & Company. My brother Jacob Stern is retiring in six months. I want you to try it for two years. There is nobody to carry on. If you don't like it in two years, the business will be liquidated."



Haas: [Laughing] Instead of being liquidated, Levi Strauss is now Number One in the industry.

But this I considered: that I had some obligation to the other business. By that time William Haas had died; Charlie Haas was president. In fact, I had to make him president, as against Abe Meertief, who was the older man in that business. But at the same time I thought, we were great friends but I never felt that I wanted to be Number Two; I wanted to be Number One. I must say, I was ambitious. Also, I was interested in learning about Levi Strauss, which was a very small business.

One the other hand, it did business in Washington, Oregon, and California and Nevada. Now the grocery business was circumscribed areawise, around San Francisco. It had difficulty even doing business in Sacramento. This seemed to me a broader horizon. Of course I knew nothing about textiles, about overalls, about anything. I thought this had more opportunity; also Jacob Stern was going to leave it and Sigmund Stern was going to be president but after all he was an older man. I knew that the time would come that I would have to try to move in a larger area. This decided me to come to Levi Strauss.

VI ROSALIE AND SIGMUND STERN

Haas: With reference to my acquired family, Rosalie and Sigmund Stern. He was the one who asked me why I stayed with Haas Brothers and why I didn't come to Levi Strauss & Company at the conclusion of the war. He was always very helpful to me and was interested in the business, what the sales and the major items were. But then, he died. He unfortunately died of cancer, but really did not know this was happening to him. It was kept from him. That was fortunate.

My mother-in-law, Mrs. Stern, was a very beautiful woman and well-known in San Francisco for her activities, particularly the Recreation and Park Commission, of which she was a member, through appointment by many mayors. She also was very fond of me and our relations were like son and mother, as nearly as they could be. I used to have big discussions with her about the Park. She wanted everything for the Park and I would say this would affect the tax rate and how could she do it? I must confess that when I finally became president of the Recreation and Park Commission I felt the same way, did everything for the parks and believed that was my duty, and let other people take care of things like the tax rate.

She lived to quite an age, and under various administrations until finally she was reappointed by George Christopher. I remember particularly at the time of her death, Mr. Christopher ordered all the flags in the city to be at half-mast because she was such an important person in the life of the city.

I will not go into too much detail about what was wrong with Levi Strauss & Company, how I did help to reorganize some of the departments. I think this would be going into

Haas: a history of Levi Strauss & Company.*

I attended pretty strictly to business. I think I was involved as a director of the Pacific Hebrew Orphan Asylum, and later a member of the old people's home directorate but did not do too much in civic affairs.

*See the Levi Strauss & Co. Oral History Memoir, Levi Strauss & Co.: Tailors to the World, forthcoming.

VII SAN FRANCISCO CHAMBER OF COMMERCE

Haas: In 1940 I had been on the Chamber of Commerce for three years; this was the usual term of office for a director. Marshall Dill was slated to have a second year as president of the Chamber of Commerce. Then he was selected to become head of the Exposition for a second year and there was no particular heir to the Chamber. And Ward Mailliard, a very wonderful gentleman, came to me and asked me to be president of the Chamber of Commerce.

I said I was retiring from it and I didn't think I was adequate, particularly when it came to speechmaking. He said to me then that the Jewish people were important in the business of San Francisco and there had not been any Jewish president of the Chamber of Commerce since Will Gerstle had been, many years back.

I thought this over. I went to see my friend, Clarence Lindner, who was publisher of the Examiner. I asked him about this and he said I shouldn't worry about making speeches. That would come to me; I would be knowing more than the people I was talking to. I could look to him for support for the Chamber vote, when it was proper. I told Ward Mailliard that I would take this. I did this with great apprehension. But I would say that as far as speechmaking was concerned I was always nervous the first year.

They had me take a second year and by that time I was very unhappy if I wasn't called upon! So I became president of the Chamber of Commerce. The Chamber was very weak financially and it could hardly get by. When it lost its best operating officer, Bill Monahan who was taken by Marshall Dill to the Fair, we had second grade help to manage the Chamber. As a matter of fact, to all intents and purposes I became my own manager, which was a very stupid thing to do, but they didn't have funds enough to hire a capable man. I did spend a lot of time at the Chamber every day on their business. Because it was very helpful,



Haas: I also had a direct line to my office, so that people would talk to me and think I was at the Chamber, but I wasn't.

It hurt even worse when one of our directors who was an accountant changed the budgeting system. You could only use one 12th of the annual dues each month. This was proper budgeting but hit us in the solar plexus. We had nothing!

Beyond all that we were dependent on city money for a good part of our budget and this made it very difficult for us to operate because if we didn't go along with what the city wanted, they were liable to take away our budget. And in fact, this happened when it came to the matter of Hetch Hetchy and the power business when the Chamber took a position that private utilities (namely the Pacific Gas and Electric) should have this function while the city charter had some words about public ownership. So Mr. Harold Boyd, who was the controller, punished us by taking our money away.

The Power System Issue

Nathan: About how much had the Chamber been getting each year from the city?

Haas: I think they were paying about \$40 or \$50 thousand a year, which was a great part of our budget. Actually, I went East with Ward Mailliard to see Secretary [of the Interior, Harold] Ickes in connection with the power system in San Francisco.

Unfortunately, I had some stock in the San Joaquin Light and Power Company, in which I had been interested and which I wanted to keep. But this had become part of the Pacific Gas and Electric system and I knew that if I held that stock that this Ickes, who was known for being crusty and having a terrible temper with his convictions, would raise the stock issue.

I reluctantly sold these stocks, which meant something to me--not financially, but sentimentally--because my father had helped to start the San Joaquin Company and I had been a director.

Nathan: Would this have been considered "conflict of interest"? Was that what you were concerned about?

Haas: Yes. "It is a conflict," he'd say, "and of course, you're for private power and you're probably for P.G.&E." I just thought that the city was not competent to run the power company. This has come up several times since but there has been an interpretation of the Raker Act, allowing the P.G.&E. to let this power flow through on their lines. The power developed by Hetch Hetchy is "wheeled" to customers that the city selects. This has been true ever since, and the city has the advantage of P.G.&E. for standby power.

Now I have been for many years one of the oldest directors of Pacific Gas and Electric, so I haven't any conflict, but the city pretty well accepts the principle of the system. The wheeled power is used by them for the city municipal railway system. It also goes to certain cities and the Ames Research Center. But the P.G.&E. does not do more than get a transmission charge for bringing this power to these places, so this satisfies the Raker Act.

I should make one thing known. In all these trips whether I went with the Grand Jury to Hetch Hetchy, when I went abroad on these teams either to Washington in connection with the Raker Act, or to London, I always paid my own expenses. No one can ever charge me that I lived in the public trough.

Nathan: I see. This was a matter of principle, as far as you were concerned.

Haas: As far as I was concerned--and I was able to do it.

Nathan: I did want to ask you, one word about Harold Ickes, when you went back with respect to the Hetch Hetchy arrangement. What was his point of view?

Haas: His interpretation of the Raker Act, was that the Hetch Hetchy, the public power, should have its own transmission system. I don't know how they could have had a distribution system, but they should have had a transmission system directly to these customers although this wheeling really takes care of the situation. I think eleven cities in California are getting some Hetch Hetchy power which is wheeled over the transmission lines of Pacific Gas and Electric. They do not make any profit on this power. Although if there is excess power being generated, P.G.&E. is prepared to take it. But they also have standby that saves capital funds for all these customers so it saves them putting up steam plants. Through the standby, they get power

Haas: at less than the cost of production, from the government.

When I became President of the Chamber, I tried to get Almon Roth, who was head of the Employers' Council, to travel with me to the neighboring cities, which was always a usual pattern of the Chamber of Commerce. We went to Stockton, Fresno, Bakersfield up in the Valley to Redding.

I couldn't get him, but I did get Roger Lapham, who had become an important character, particularly when he had taken a position and had a debate with Harry Bridges. So he substituted, I must say on almost a moment's notice, to go along on this trip.

Business and Agriculture

Nathan: What was the purpose of your trip?

Haas: The trip was to develop business for San Francisco, to show the Valley towns of Sacramento and the San Joaquin Valley that we were interested in their affairs. So Roger Lapham, really, at a moment's notice--when I asked him he said, "I guess it is my duty to go," and he went and he was the chief attraction on these trips. We made these customary speeches and we were well received. We had our own train and we took regular delegations to these towns. The agriculturalists didn't think that we had too much interest in their affairs.

I formed an agricultural committee of the Chamber of Commerce and asked Adrien Falk to head it. He was very popular with the surrounding areas. This committee did good service in keeping business; in telling these people to think well of San Francisco, as against our great competition in Southern California. I don't know what has happened to this committee since.

I'm thinking of the issues that took place in the Chamber of Commerce, outside of the ordinary ones, because this was a service organization. We did a great deal in freight rates, helping to keep San Francisco in line. This is too little recognized. It was done by the staff work.

We then began to approach war. I took a second term then in '41.

Nathan: Could I go back a moment to your comment about freight

Nathan: rates? Were you speaking then of differential freight rates between the East and the West?

Haas: Yes. It was based on water competition. Freight rates for the interior would be lower than they otherwise would be because of assumed water competition on freight to San Francisco and the intercoastal business. I don't know what the freight rates are now, but the intercoastal business no longer exists.

Committees and Participants

Haas: Many were sensing the approach of the war. I was visited, and told San Francisco should do something to make plans, but the Chamber didn't have enough money. I did form a Special Industrial Committee to help in this program. As a matter of fact, Richard Elkus was the one that came to me and suggested there was a place for this. As we didn't have any money to hire people I worked and used a sort of lend-lease plan.

We received men for free on loan from the companies, like Standard Oil, Pacific Gas and Electric, big banks, etc. We had the loan of people to help in the Industrial Committee. Later, when war broke out, we called it the War Industries Committee. War did not break out until December of '41, which was the end of my second term.

However, this committee was continued and did a great deal. San Francisco, of course, became a shipbuilding center but did not have any real large industries that could take major contracts. I found a man by the name of Frank Lovett, who became secretary of this activity and he was paid. He was excellent and we received a lot of sub-contracts through this committee. (In fact, this has all been written up and I guess it is in the files of the Chamber.) I thought this committee was one of the best contributions that I made to the Chamber.

I think we can finish with the so-called War Industries Committee. This continued until the government took this over with its Smaller War Plants Committee. As a matter of fact, I was asked to head that in San Francisco, which I did.

Levi Strauss, at that time, employed less than 500 people, which made me able to take this on and that took the place of the Chamber Committee. My chief deputy was Colonel Smith, who was an engineering officer. His office



Haas: was in the Furniture Mart. He carried on this work, which had been begun by us. Colonel Smith became a longtime friend of mine, a member of the Family Club of which I was a member. This Smaller War Plants group went out of existence at the end of World War II. A regular department of the government which helps small industries has continued since, under some government name.

Nathan: And this was actually a federal committee?

Haas: This was a federal committee.

Nathan: And this was the San Francisco part of it?

Haas: Yes.

We had the most excellent board at the Chamber. We had the heads of Standard Oil Company, of the Southern Pacific, of Columbia Steel (which has now become U.S. Steel) and there was no longer a charge to be made against the Chamber that there were only second and third vice-presidents of the companies serving. I must say, that from then to now they also have succeeded in having top-flight people. At that time I was very happy to have this development.

We were asked to have lunches for important personalities. At this time the report came that Admiral Nomura of Japan was going to be here. Already the times were very tense; this was sometime in November of 1941. We checked with the State Department. They said by all means to entertain him. So we prepared and had a luncheon at the Bohemian Club. I remember my words at that time when I did say to him, "In troublous times there must be some basis for people of good will to meet." My speech, which I fail to remember exactly, has been brought up by some of my friends--particularly Dan London, who was on the Board, who was a great joshier. They gave me a final parting dinner in '42 when the war was on and they brought up my words to me. They seemed rather peculiar when we were at war. [With amusement]

I do remember this: I started the banquet by toasting the Emperor of Japan and Admiral Nomura didn't get up. I nudged him and said, "Propose a toast to the President of the United States," which he did.

Incidentally, later on, he became ambassador to the United States from Japan, and much later, my very good friend Admiral Chester Nimitz told me that when Nomura was

Haas: sent over he didn't have any knowledge about Japan's plans. In fact, he and Nomura were great friends and later on he gave me a letter to Admiral Nomura, when I made a trip to Japan.

In the Chamber, I got much more out of it than I gave because we were at that time rather a small business and I was totally involved in it. I did know some of the chief retailers, but I didn't know any of the other important people in San Francisco. This activity developed friendships and attitudes with others that I found of value in my personal life. This didn't take effect through our business because these people were not the actual purchasers of our product.

Nathan: Did you help to recruit people to the Chamber board? When you would think of someone you needed, would you go after him?

Haas: No, this was done by a nominating committee. Of course we put names in, and as you realize, a nominating committee is practically a self-perpetuating body. The aim was to have the widest representation of business because it did represent business and should represent business. The aim is also to have it friendly with labor, which is necessary, and also with the neighborhoods, who shouldn't feel that downtown was the sole determinant of the policies of the Chamber. At the same time we thought, to paraphrase a phrase, that what was good for business was good for San Francisco.

Well, my term ended in 1941. They asked me to take a third term, which I did not do. Lee Cutler had taken a third term and since then Cyril Magnin has taken a third term but I think two terms was enough. As a matter of fact, after my departure the Chamber went into one year terms--which I think was a mistake because it takes a little time to get broken in; on the other hand it does take a lot of time away from your own business. When I left it and came back to my own business I really was busy. I didn't realize how I could have given so much time to the Chamber.

Nathan: I might just ask another question about the Chamber's finances. Did the city forgive the Chamber the attempt to lobby on the power issue?

Haas: Oh, this is interesting. I went to Washington and I came back with Harold Boyd, who was the city controller. We were special friends. He was short of some money on the trip and I lent him some money, which he did pay back.
[Laughter]

Haas: But after that the Chamber was reconstituted and got city money. I think at the present time they are financially strong, and now do not take city money, which makes them more independent. We were as independent as we could be but we did have to keep one eye on the fact that we were getting city money. Although we expressed ourselves, sometimes, contrary to city policy.

Airport

Haas: We (the Chamber) had an air committee, which was very active. It was very difficult for us at that time. United Air was the chief occupant of our airport, not only an occupant but did big business there.

We had a development committee. On account of having such a good customer, United Air, they used every pressure naturally when we knew that the airport had to have other tenants as well. I must say that although United didn't like our helping some of the operations of their competitors, they were good sports about it and they kept on making this their main terminal just the same.

Obviously we couldn't be dependent on only one air company and we didn't think that the Washington bureau on air should send more competition than would allow viable air transport companies to remain. For a long time they did attempt control, but more recently we've introduced more competition than possibly can make money at it. This is a reversal--in my view--of what they were supposed to do, which was to foster an industry with reasonable competition to allow strong companies to remain. Today United, American and all these others have so much competition to Hawaii, not only from San Francisco, from the other Pacific Coast places. They solve it by overflying San Francisco, which is done from Chicago and from the middle west--but this is really not part of my life history. I haven't been involved with it.

Inviting the United Nations to San Francisco

Haas: Henry Grady put me on the committee to help to bring the U.N. to San Francisco.

Nathan: Now how did you become the friend of a good Democrat like

Nathan: Henry Grady?

Haas: Henry Grady was a lifelong friend. I always was a friend of his. As a matter of fact, Henry Grady did part-time work for the Chamber of Commerce in connection with international trade and by his leadership and his knowledge the San Francisco Chamber has always stood for the freest possible trade and supported reciprocal trade treaties in Washington.

I became great friends with Henry Grady, in fact with Mrs. Grady as well, when she was head of the Democratic Women's organizations. We have been friends ever since. Henry Grady was one of my very great friends in life. He named me on this committee.

It started when the U.N. was meeting in San Francisco. We were working with the delegates in San Francisco. They were extremely friendly with us in San Francisco. They all wanted San Francisco. We were living in a sort of state of euphoria, because we didn't realize that these delegates had really little to say. The decision was up to the foreign ministers or really, the governments at home, although the delegates liked San Francisco and we entertained them well.

I remember one day we had quite a layout at Martha Gerbode's home, maps and displays. I forget the people who talked at that meeting besides myself to try to influence them. They'd say they liked it very much.

A committee was appointed of which Mayor Lapham was the senior, Jesse Colman and myself, and we had Mr. [Donald] Cleary, who was then the lobbyist in Sacramento for San Francisco. We had very little equipment to bring these people here, except that I induced and helped to raise the money for the Chamber of Commerce to get out a special book. This was really our only material to go to London.

We went to London and had our day. I met a few ambassadors in London whom I knew. Lapham and Colman, as officers of the city, were entertained and I was generally left out of everything. So I on my own could not do very much. I did have some entrees to some of the ambassadors. Finally we made our speech; we had our hearing in London and this really developed into nothing very much. Later on the U.N. had its temporary headquarters in New York. We met in a building which later became part of the New York Fair--Lake Success.

But I went back again to New York later with Roger

Haas: Lapham. We needed someone to represent us there, a staff person. I succeeded in having Parker Maddux, President of the San Francisco Bank, loan us Belford Brown, whom he sent on and paid for. He went to New York and really without any knowledge or directive except to meet Clark Eichelberger, who was head of the United Nations Association. Belford Brown met a lot of people and while I was in New York we tried to meet certain delegates privately. We went out to these meetings; we were allowed in the meetings where we could meet in the delegates' lounge and talk to them.

One of those who was very helpful was Mr. Kenny. You remember Mr. Kenny?

Nathan: From the state of California? Yes, I do--Robert Kenny.

Haas: He was supposed to be an ultra-liberal himself, so we expected him to get the Russian delegation to go for us. Henry Grady told me that a lot of the people were on our side, but not England. Then my good friend Howard Cullman said, "What do you think? There is no space in New York, but the Rockefellers are coming up with some money for the slaughterhouse district!" And sure enough, that was what happened.

Rockefeller money gave this place to New York and when the vote came they chose New York. Actually, at that time San Francisco was considered too far and too expensive. This was before the day of the four and one-half hour jet, which might have made a difference.

We showed the delegation where there was space. Later on, we were able to get the United States to offer the Presidio for this purpose. This would have been a magnificent setting.

When you think of it, some of the troubles that developed in New York would not have taken place in San Francisco. But I think we were, really, as I stated before, in a state of euphoria, because both England and Russia, which were the most important part, were for New York.

As I said before, I think if transportation had been what it is today, there might have been a different decision--although there was a question of expense, because a lot of the smaller countries doubled up. Their ambassadors to Washington were also the ambassadors to the U.N. at that time. Anyway, we were really led to expect that we had a real chance through delegates. Then when the final vote came some of the delegates expressed their unhappiness.



Haas: I should add one very important figure at this time, Alan Cranston, whom I got to know. I knew he was working hard through our committee. We had a lot of people who joined us to help us. Alan Cranston and his wife did yeoman service running around to the various delegations. Alan lived in very cramped quarters at that time although he was the son of a real estate developer down the Peninsula. We became great friends--again with a Democrat. We exchanged courtesies and I must say that when he ran for office against Rafferty I gave him heavy support! Alan and I have been good friends since. I have seen him in Washington.

I think this pretty well takes care of the U.N. and the Chamber about anything that might be of interest to other people. Although some of these outside activities did not bear fruit, they did result in personal contacts, some of which have been with me all my life. As a matter of fact, later on Henry Grady, after being in Washington as assistant secretary of state, came to San Francisco to head the American President Line.

VIII WORLD WAR II--HAMMOND AIR CRAFT COMPANY

Haas: I remember, as part of my interest in having San Francisco do something to aid the war effort, I took an interest in a concern called the Hammond Air Craft Company. This was down the Peninsula right near Schlage Lock. They were subcontractors for Douglas [Aircraft]. Later on, Colonel Howse came to see me. I held only a minority interest. He came to say that this company was in terrible shape. I personally might be in trouble because of the shape they were in. They thought the best thing to do was for me to take it over and run it.

Well, I was bothered. While I was on the Chamber of Commerce, this took place. I went down to see Admiral Greenleaf and said I was interested in keeping industry in San Francisco and would he consider it a conflict with my Chamber activities that we had relations with the Navy, Army and so forth. He said by all means no. It was perfectly all right.

So we came to a period during the war when Colonel Howse--I forget his exact position--had to run herd on the war contractors here. So when I heard that, I got together a syndicate and took over all the interests from Tirey Ford. I had to have somebody to run it and I could think of nobody better than Frank Lovett. He did a perfectly marvelous job and got the thing running properly.

Our main business, was as I say, as subcontractors for Douglas for a part called the nose assembly. I remember we went along beautifully. We had a backlog of \$14 million and the government cancelled the program for this particular airplane. So the next morning we had \$1 million left and had to liquidate the company! This was done with Frank Lovett having to wait for General Services and all these people. I think we came out with our hides and were able to discharge our obligations, that is, come out even or maybe with a five percent profit on our investment,



Haas: which was not worth the time and anxiety. Since then I have had Frank Lovett on my payroll to find something that might be of interest to us and he bought the Vulcan Foundry for the same group that was in this other project.

Nathan: Tell me about it.

Haas: The Vulcan Foundry made money for a while. Then it began to lose money. I should have seen that Frank Lovett was smart enough to go in for R and D and he did develop, with some other company, a special method of using iron in the place of steel.

I was tired of this and sold out to Loyola University, of all people. Frank Lovett continued, has made a great success of this and now himself is just retiring after keeping his foundry alive. Most of the other foundries in the city, around the Bay Area, have just disappeared.

I've been in lots of things and I am not certain whether I got out too soon, but I will say one thing, the best part of it is that I have helped several people in their careers. This is a source of great satisfaction to me.

IX SAN FRANCISCO MANUFACTURERS AND WHOLESALERS ASSOCIATION

Nathan: How about the San Francisco Manufacturers Association? Is that something you would like to talk about?

Haas: Well, that was San Francisco Manufacturers and Wholesalers, of which I was president in 1950. This was a group of people in apparel manufacturing and wholesaling who met and had various interests in common. The manager was a man by the name of Fred Pruter, who was most excellent and really ran the association, which just looked after the interests of the manufacturers here. It had to do with minimum wages and had a representative in Washington. The San Francisco Manufacturers were always for national minimum wages. The United States had no minimum wages.

I remember when I first came into the business, California had a minimum wage of \$16 a week which was supposed to be for a forty hour week but they interpreted it loosely because at that time I think this worked out to 40¢ an hour. But that was not competitive with the South, which was paying 15¢ an hour. So we were really not competitive with the southern manufacturers. But then there was pressure on them to develop styles and various features and that is how they succeeded.

Then when the national minimum wage came in they were as well off as anybody except insofar as unions may have projected them higher than some non-union plants throughout the country. But San Francisco was never able to make the mass items of commerce. This I will go into more deeply when it comes to Levi Strauss & Company.



X RECREATION AND PARK COMMISSION

Haas: Recreation and Park. I think we will go into that.

I supported Mayor George Christopher. He wanted to appoint me to one of his commissions. I think the first one he suggested was Public Utilities. I couldn't do that because I was a director of the Pacific Gas and Electric and I told him I didn't want to give that up. Then later on he did suggest the Recreation and Park Commission. Of course my family had a deep interest in this, from Mrs. [Rosalie] Stern and her activities.* There were also the concerts in Stern Grove which she started and which have been kept alive mainly by my wife and now my daughter is the head of this. So I thought that this was a good time to go on the Recreation and Park.

I had been president of Levi Strauss & Company, chief officer since 1919. Of course in this I have been assisted by Dan Koshland and we were practically co-existing. I mean the term "chief executive" was not used. It was a dual arrangement, just like it is today with my two sons. I thought it the best thing for my sons, who then had grown older. Dan Koshland had followed me for a year or so as president of Levi Strauss. He didn't want to take it but he was entitled to it.

In the first place I was interested in the Park and Recreation; the second reason was I wanted to be away from my office so that I would not be breathing down the necks of my sons, so they would have full leeway to advance. As a matter of fact, even at Levi Strauss & Company, as

*See also the Elise Stern Haas memoir, in process, 1975.

Haas: far as their salaries were concerned, I didn't have anything to do with it. Dan Koshland set their salaries.

So I was appointed and was immediately made president and was reappointed by Christopher. I enjoyed this very much, particularly as I had on the board actual stars; Mary Margaret Casey, Gladys Moore, Bill Coffman, Peter Ber-cut and then John Conway. We had one of the best boards--oh, and Dr. Francis Herz. These people were devoted. Each one worked with great enthusiasm and I sort of separated their functions.

Although they were lay people, each one had a sort of specialty, fathership of certain events. Like Mary Margaret Casey was with labor relations; Gladys Moore, zoo and other things; Conway, concessions, and this worked very well. Our professional at that time was Raymond Kimball, a most excellent man, who kept on until he could earn early retirement--because he was entitled to a pension. He also had a pension as a naval officer.

I accepted the appointment because of these two reasons. I enjoyed it very much. I always was previously very tax-minded but I received word from a person in whom I had great confidence who said, "Go for everything! Don't let other people stop you."

So in spite of the fact that I used to tell my mother-in-law not to do things, we went ahead and added to the park system part of the hill. We were able to buy this property. One of our commissioners said it only had gophers and raccoons in it, but we added this. This was around Parnassus and the University, near Edgewood.

Then we got to a bond issue to take over Funston Park, and successfully passed that. What has happened since, I think the state has taken it over and has given the function of running it to the park department, but I am not sure about this.

We were also able to take over the Allyn property and kept it as a sort of a mini-park, which has been successful.

So here I find myself, very tax-minded, having done these things in the commission!

Marina Yacht Harbor

Haas: One of the activities I know we were able to accomplish was the expanded yacht harbor in the Marina, called the Gas House Cove District. We had a feasibility study on this. We went before the supervisors. Part of this plan was to have a gas station, because there is no gas for the yachts there short of Fishermen's Wharf. I think this has finally been obtained.

Also, the feasibility required us to have a restaurant and restrooms. This was fought completely by many people in the Marina. This restaurant was necessary in order for the yacht harbor not to be a tax on the city fathers, even though I think possibly the yacht harbor may now cost something to the city for interest, maintenance and amortization of the state loan which made it possible. Perhaps the yacht harbor now is so completely filled that this is all right.

This yacht harbor I consider, although very necessary, was not based on sound engineering principles because the surge is so great that the boats are not completely safe there. In spite of which, on account of demands from the yachtsmen, it has been filled up. This harbor was based on wrong engineering about which I could do nothing. I always considered this my great failure because the yachts are not completely safe and also we never were able to get the restaurant to make this property an element of city life without cost to the taxpayer. It's now paying its own way, without the restaurant which we felt was necessary.

However, if they had the restaurant, they would be getting some additional funds to improve the harbor, which they haven't now. They did succeed I believe, in getting a gasoline filling barge, so that the speed boats, the launches, would not have to go from their harbor, all the way down to Fishermen's Wharf. I still think a restaurant would be a good thing. It's a lovely location. Of course there are plenty of restaurants in San Francisco, but it's not our function, any more than it is for the Planning Commission or the others, to say whether there should be more hotels or not. This is private enterprise. Each function, I think, is separate.

Concessions and Labor Contracts

Haas: We reorganized the concessions, most of which were being run at a loss by the city. Under the aegis of John Conway, they were put out for bids and became profit-making undertakings. The difficulty in this was that all of the people involved were civil service and nobody could be discharged. We found other jobs for them and by the process of attrition they came out of the city service.

One of the other large elements was the zoo. In this we had the Zoological Society who had taken over the contract. It was formerly run by the Park Commission, which lost money. The Zoological Society is a group of devoted citizens who not only made money, but paid the city rental.

This arrangement was constantly under attack by one of the union leaders, who was always on my neck, representing the park employees. His name was McLaughlin. He always was attacking what the Zoological Society was doing although they were making money for the city. He represented the gardeners and got their salaries up to a fantastic price through law suits and otherwise, always digging at me publicly. Privately he came to me and asked me to get a job for his sister with the telephone company. But we were able to get along anyway.

I do think the Park and Recreation facilities were beautifully maintained without the addition of workers. I remember going with a budget, which was always based on last year's budget plus some new things we had to do. It had nothing to do with salaries. That was handled by the Civil Service and the Commission. I used to go to press Mayor Christopher to get new appointments; he wouldn't give them to me. Once the mayor gave me one for the arboretum and he was sorry he did it, in spite of the fact that there were new parks to take care of.

The Hall of Justice was built; we had to take care of that and there was more work in some other areas and somehow we managed to take care of them. "As long as you are taking care of them," he said, "you don't need anybody."

Another Assignment: Hall of Justice Bond Issue

Haas: Since that time quite a few men have been added to the staff by subsequent mayors who were not as rigid as Christopher. I should say this and that has nothing to do with the Park Commission, but when Christopher was first mayor they had a Hall of Justice bond issue and I was asked to be chairman of the citizens' committee, which I was with Joe Moore, Jr., as vice-chairman. I was told that the success of this administration would depend on whether we were successful at passing this bond issue, which was voter approved.

For a long time now it's been my chief job in life-- getting money for public campaigns or for private charities-- until a year ago when I have ceased getting money for anybody. I'm willing to be a target, but not an impresario!

Anyway, they passed the bonds for this building-- strangely enough--for I think \$18 million. Then I was astounded to find out that I would have nothing to say as to the architect. This was determined entirely by the Chief Administrative Officer. So though I was responsible for getting the building, I did not have the responsibility for its architecture. To my great unhappiness, I had nothing to say about it. In fact when they came to the dedication of this building they forgot me and Mr. Moore entirely although we were responsible for getting it. Although I have now here on my desk a plaque which reads, "for services rendered as chairman of the Citizens' Committee of the bond issue."

Nathan: When was that?

Haas: '61. When it came to the dedication I wasn't asked even to be on the platform, but I was asked if I'd take a seat with Mr. Moore outside. The job was done. I think it was helpful to Christopher and the administration that this bond issue was successful. As you know since then a lot of bond issues have been unsuccessful, particularly those for the Park Commission, in which I was very much interested. People have just become tax-minded and will not vote for bond issues.

Problems of a Line-by-Line Budget

Haas: The Board of Supervisors, the Chief Administrative Officer, we had to go to all of these people. As a matter of fact you would have a budget; you'd be short of some money. Later on I was very friendly with Harry Ross. He knew all about what was necessary. And sometimes it was necessary, later on, to get some supplementary budgets for certain things. After, I think it was six months, you could always find a little money--not much. I always discussed our budget with him. This budget is a line-by-line budget, which I think is a great mistake. The parks have always needed extra money for maintenance and we didn't even get maintenance money before Christopher.

When it came to capital budgets, there was a capital budget committee and some money would be able to come out of the tax rate over a period of time. But the line-by-line budget meant you couldn't buy equipment. The thing was so short I remember we couldn't get a multigraph. So we would have five or six typists typing things out. I gave the park money for a multigraph and that saved that. In fact, I gave them some other monies which they could use when they had to go on trips and things to meet other societies and funds weren't granted. Then they would always ask me. These were just a few hundred dollars. I think the whole thing was several thousand dollars. It helped them a great deal to do things which were non-budget items.

While I was on the Park this was my chief concern, to try to get this thing changed. I remember when Hoving came out to San Francisco, when he was head of the [N.Y.] Parks, I said, "Do you have line-by-line budgeting?" He was making a great success of the parks system in New York.

"Yes, we have it. But if I need some money I go to Mayor Lindsay and he can personally change it so I can get money."

The Beach and the Pools

Haas: Since then the whole difficulty is in getting labor-saving devices. I remember I think we did finally get a machine

Haas: that could clean up the mess on the ocean front: the sand, which had to be gone over by individuals. I think they now have a machine that can go through the whole thing and mechanically clean the beach. As long as we got out there we should also talk about Fleishhacker Pool--which was a great mistake.

Nathan: Why is that?

Haas: Oh, it can only be used part-time, in the summer. The heating arrangement breaks down. What we do need is an Olympic Pool in some other place but we can't get it. The city has, I think, seven indoor pools. The staff gives swimming lessons and this is a very good thing.

Another great trouble was vandalism. It was not as great as it is now but some people, even those who were using a facility, would break the windows. Some places were good. In other places we had small windows with wire glass and the Art Commission wouldn't permit this, so we had to board these up.

As a matter of fact when we were able to start McLaren Park there was that conservatory where they'd been growing plants and I wished to combine this with a new plant in Golden Gate Park. This has since been done. This was objected to for every reason under the sun: that the climate wasn't right and so forth. Actually the real reason was that it would do away with some jobs.

Now they have fixed a fine building and made necessary repairs in the corporation yard, so that this has been combined and I think that it made a much better thing. But for each thing, anything you'd try to do you had to do the hard way because all these people would come when we had issues and they would all be proponents of something. There would seldom be opponents. The only one left to decide was the Park Commission which would sometimes decide against them, whether this was the building of the restaurant or we were starting first hearings on Bay Street where there was a reservoir.

Bay Street Reservoir

Haas: The Public Utilities Commission wanted the Park Commission to take this over. Just when I first came in we used to have tremendous sessions. As a matter of fact this was going to be divided. They didn't need a reservoir any more,

Haas: so part of it was going to be a better park than the Bay Park and part maybe returned for private homes not over two or three stories. Well, you can't imagine how the neighbors would come in and nobody would be for this thing. It hasn't happened to this day. We could have gotten a better park and a small playground instead of which there is a reservoir that is topped, which isn't used. As a matter of fact, I think, on account of a shortage of land, we tried to get dual use of land. We have had playgrounds on top of reservoirs and up here on Russian Hill we were able to put tennis courts.

Well, again the people came out in droves to hearings. They said tennis courts and parking would bring an unsavory element. Well, finally tennis courts have been put in over this reservoir and the neighborhood people all like it. But this is just symptomatic of what happens in public life and you have to learn to take it. I worried a great deal about these things, but we were generally, in the end, successful. As I say, it was done the hard way and I am sure it is true of other things in the city.

As I said in the beginning, in order to divorce myself from the business as much as possible--except as a consultant--I was an ex-officio, but probably had a vote, on three other commissions: the two museums and the Art Commission. As we had many things before the Art Commission I aimed to go to the museum meetings every once in a while. I do not know whether this has been continued by my successors but I know in the Art Commission we had so many proposals that came before them.

Union Square Bonds--A Personal Commitment

Haas: Union Square comes very definitely to mind because this was the first proposal for a garage under a park. In order to do that, bonds had to be sold for this purpose. I felt it incumbent upon myself to help set up a selling agency for the bonds.

Nathan: Yes, how did you do that?

Haas: I went around personally and had other people help me to sell these bonds. Of course our natural customers were the owners of buildings and the lessees of these buildings around the square. In the beginning it came rather easily but the last quarter of a million dollars was most difficult and I really think I had more to do with selling these

Haas: to people, like the Fitzhugh Building, the White House and some others. This was not particularly my project, but as I was President of the Chamber of Commerce, I thought this was so important for San Francisco that I worked on it. Nobody is alive who knows about my support--Carleton Wall did and particularly the architect, Pfleuger, but they're all gone. I have been very happy that this was built. In fact, I've had a stall in there ever since for myself, which I paid for, so that my wife could do her shopping without having a chauffeur.

Garages: Portsmouth Square, St. Mary's Square

Haas: One of our great battles was for Portsmouth Square, where we have the underground garage which is used by the people in that area. The park was not a good park as it was; but everybody, including I think, the Native Daughters of the Golden West, wanted it left alone because there were some monuments there that were not to be disturbed.

Nathan: I guess one was Stevenson's monument.

Haas: Actually there was a law suit on this. As a matter of fact, the Union Square Garage Project, which I helped to finance but not inaugurate, was a great success. Then they came to the one on California Street.

Nathan: St. Mary's Square Garage?

Haas: Right. Although it was a good garage, the park did not have a good surface over there, so this hurt us very considerably in Portsmouth Square, where I think the new park with facilities for the Chinese has been a vast improvement. As I say, in a city of such small area, I think it is incumbent on us to make dual uses wherever possible. As a matter of fact in underground garages, San Francisco has been a pioneer and has been copied all over the world. Los Angeles, Pershing Square, Pittsburgh, every place, has used this. Union Square was not started by me but I think I did help its final financing; and a word on that. Those bonds finally became tax exempt and really very fine bonds. They are finally completely paid off, so the city gets all the revenue from the Union Square Garage.

Nathan: You feel that of those three it is only St. Mary's Park that is--

Haas: It is only St. Mary's that I think is a bad park. Of

Haas: course there is a garage under the Civic Center, but that was not the same. We have Brooks Hall and the Civic Center. These are splendid additions to the community. I think that all of the garages have been successful although at the beginning Portsmouth was not and I know the Civic Center Garage was having difficulties. But this was not our doing. Eventually they all will revert to the city which will get the benefit of them. It saves destroying other lands.

You asked about the relationship with the school district; we really had very little to do. I was very anxious to have more cooperation in the use of school yards after school is over, but this is handled by the School Department. These are handled separately. There may be room for co-ordination.

Mayor Shelley and the Palace of Fine Arts

Haas: I was appointed for a second term on the Parks and Recreation Commission, and during the second term Mayor Jack Shelley came into office. I knew Mayor Shelley. He was friendly and favorable, even from my days on the Chamber of Commerce when he was a union leader.

So I went to see him to bring him up to date on the park system. He was happy to see me. This was when he was mayor-elect. I particularly asked him not to go ahead with the Palace of Fine Arts, with which I disagreed from Mr. Christopher--although he said he was getting so much outside money from the state and Mr. Johnson. I felt it was a white elephant. I think Mr. Shelley sort of agreed with me but later on the same people came to talk to him, and today they have some kind of a museum there. I don't know how successful it is but I thought it was a white elephant and a costly thing.

Anyway at my interview with Shelley he listened very attentively to the things that we were projecting. Although I had a term appointment I felt I should offer him my resignation. I said, "What do you want me to do?" Then he said, "Walter, I want you to stay on," which I think was very fine as I had not voted for him.

However, when my reappointment came up I had served eight years, I was in my late 70's. He had let Francis Herz, who was a fine commissioner, go on account of age and I was older. So I told him I really did not wish to

Haas: serve. I think he might have reappointed me but I thought that would be embarrassing to him, besides which I thought that was long enough for any commissioner, eight years.

So at the last part he appointed a Mr. Stendell to the commission. I thought as long as I had been appointed by Christopher and was made chairman, president of the commission right away, I gave up my post as chairman even though I remained on the commission to the end of my term. I thought this was the right thing. I think that any mayor is judged by his commissions and should have commissions favorable to him. Although against that is the value of the people with term appointments who carry over the knowledge and know-how.

McLaren Park

Nathan: Shall we talk a little more about Park and Recreation?

Haas: Yes, it occurred to me to add just a few things about the parks. I should refer to McLaren Park, which was kicking around for twenty-three or twenty-four years since its inception. A lot of pieces of property had to be brought in by condemnation or by just making straight deals with the property owners. This thing was taking so long. I asked Dr. Herz if he would sort of ride herd on this. And really with his dedication and devotion and finally with the persistence of the city attorney's office we finally completed this operation.

I think it took twenty-six years from the beginning until the time when the purchase of property was completed. During that time some things had been done anyway--golf courses--but all of it couldn't be developed, in fact all of it will never be developed, just like Golden Gate Park. There is a lot of area that is not developed.

Nathan: Where is McLaren, roughly?

Haas: Oh, it is way at the south edge of the city.

Candlestick and the Wind Study

Haas: I mention this because when you go to talk about Candle-

Haas: stick Park, people ask why it was there when some wanted it south of Market. But Candlestick Park I don't even think could have been obtained under condemnation proceedings and, shown the example of McLaren Park, could never have been made ready in time for a team to use it within the known future!

As for the matter of Candlestick, of course, there were the winds. I was able to obtain the money for a wind study from the supervisors. I had to appear before them. I remember one supervisor who said the money would be thrown away. Well, the wind study showed many things. You can't stop the winds, but the currents around on the hill made whirls and so forth and you could probably stop the whirls through a very drastic operation--that is, cutting a great big hole, a V hole in that big hill that separates Candlestick from the Bayshore Highway.

Well, unfortunately this wind study didn't tell us the whole story. It was based on going down to the level of Candlestick, rather than the street level, Jamestown. It would have necessitated not only a cut in the hill, which I think ecologists would never support, or else an enormous amount of viaduct work. So we never completed it.

However, they tried various plans and built models of stadia because people thought by building a high break, planting trees or completing the stadium they would stop the winds. The stadium will now be completed for football and baseball and the winds will not, of course, stop. They will be helped. I do not know whether the whirl will be taken out completely, but it will be an improvement.

I should say also that on account of Dr. Herz working so hard on McLaren Park and so assiduously, there was a city playground named the Herz Playground and I was able to be there at its inauguration while Dr. Herz was still alive. Also there is another playground named for Mr. Kimball, who was our director for several years.

Haas Recreation Center

Haas: One day I came to a meeting and saw my wife and daughter there and some other people all smiling. I didn't know what was going on and suddenly it was proposed that a recreation center be named for me. I protested this most vehemently, because I did not think it should be named while I was a sitting trustee and director and particularly

Haas: as president. But over my most eloquent negative statements they passed it and there is a Walter Haas Recreation Center on the list of approved plans. Nothing has been done about this as it is in the Diamond Heights district and there is not a population that requires its completion at this time.

Before concluding with the Recreation and Park I should state that like on the Chamber where I had so many fine people, I think we had a very fine commission and all worked together. I think this has happened in so many things in my life; perhaps I have just been lucky or have the facility of having people work with me. This includes as well some of the staff people at City Hall, where we had a good deal to do with the controllers and the city attorney's department.

I think now we have talked enough about Recreation and Park.

Nathan: Maybe for today.

Some Recreation Bond Issues

Nathan: Well, let's see. We've done quite a bit of the Recreation and Parks Commission. Perhaps, if you would like to say a few more words about it, I might ask you your views on some of the bond issues. There were a few I wanted to ask about: one was the Palace of Fine Arts issue in 1959. I think you were new on the commission then, weren't you?

Haas: I did not care for this bond issue. When this matter came up with Johnson first, I spoke to George Christopher. I thought it was a big waste of money, but he said to me, "Well, it's state money, and Johnson's money. We might as well have it done for us. And of course then, there's maintenance and a few other things."

Later on, when Shelley became mayor, I went to see him (about which I already reported, on some of the things happening with the park). We spoke about the Palace of Fine Arts, and he told me he was against having it. But then he changed his mind, and they went ahead, because Walter Johnson's \$2 million seemed too much of a gift to lose. And actually, when the bond issue came up, I didn't want to see it go, but I didn't vote against it. The people voted and approved the bond issue.

Haas: The other bond issue I think I mentioned was on Fort Funston Park, which did carry, strangely enough. It was well worked up. Since then there has not been a single Recreation and Parks bond issue that has carried that has been offered to the city, no matter how necessary they've been. Since then, there have been studies. The Blyth-Zellerbach committee had a study. I'm on that committee. I know the present manager of the park, Mr. Caverly, the executive staff man, was anxious for this. I said, it would show what we probably already know, and he knows, that there are chances to use more automation and machinery particularly in to underground watering pipes. They don't have to be handled by individual people.

I mentioned to the committee (Caverly's aware of it) the trouble is line-by-line budgeting, which I mentioned, beyond which is civil service, and labor unions. They claimed that with the support of the mayor and the finance committee, if money could be saved it could be diverted (from the line-by-line labor) to purchase of automatic equipment. I said, "I think this would be very difficult. I've seen labor fight for every single personnel slot they have."

They said, "Well, in other cities, like New York, they were cutting back on labor, and here they would be willing to go ahead with this." Well, so far, I do not know if anything has been diverted. Of course in the city, you cannot drop anybody from the payroll. By attrition, when they are off, you don't have to refill their place. Whether that money can be moved into some other category, I think takes a vote of the supervisors as well as the mayor. As far as I know this has not been done. This would be very desirable. Money can be saved by automation.

City Commissions

Haas: There is a good deal about this commission form that we have in San Francisco that is not true in other places. The benefit of this system is that you bring a lot of citizens into public affairs. I think this is extremely valuable. Also it depends on how far the mayor and the supervisors allow the commissions to have a degree of autonomy.

During Mr. Christopher's administration, which I was part of, when anything came up about the Park and Rec, it

Haas: was immediately referred to us. This has not been completely true in subsequent administrations. In Mayor Joseph Alioto's time, he very often stops things on his desk (I don't know about the Park Commission) instead of referring them to the commissions.

He seems to think these commissions are an anachronism. I have always thought they were good in San Francisco, depending on the commissions, although a great deal of what people think of the administration is dependent on the action of the commissions.

I think I've also referred to the fact that any constructions in the park had to be referred to the Art Commission, and they would change them and modify them. Of late, they've gone beyond their scope, in that there was money left to the park for a senior center. The Park Commission voted to have the senior center, but when it came to the Art Commission, they felt that it shouldn't be in Golden Gate Park, which is not their function. Their function is only to say whether it is a proper building or not. This kind of thing has happened.

When I was on the Art Commission, I went to (I think I related) every two or three meetings, to the various ones. This has not been followed since. I think I mentioned that I thought we had a marvelous and dedicated group of commissioners. I have seen some of them since. They are still all interested in the parks, and I am enormously interested.

Friends of Golden Gate Park

Haas: There is a new organization being called upon, Friends of the Golden Gate Park, of which I will be a director, but refuse to be an officer. I'll contribute to this. This is intended to obtain some extra non-bond money for certain developments which might be helpful, and maybe spread the influence of the parks, so when they do have another bond issue, they will have more public support.

XI SAVE-THE-REDWOODS LEAGUE

Haas: You brought up the Save-the-Redwoods League. I really don't know how I became interested. I probably was just asked and didn't know how to say no! Although I do love the redwoods, and my mother particularly loved the redwoods. She used to drive up there and stop at Ben Bow. And so when she died, our family, including my children, provided some money for a redwood grove in her memory, which at that time was matched by Save-the-Redwoods money and state money. So one quarter of the money produced quite a grove. And this grove, the Fannie K. Haas Grove in the redwoods, was produced by our children and grandchildren.

When I first started as a director, Aubrey Drury was the executive director. He didn't last very long; he died, and Newton Drury, who had a brilliant record in conservation, both in the state and nationally, became director. They received a great deal of money. It's mostly done by circularization. There is no intensive solicitation, and the money comes in from all over the country. They have members all over the country. Even, I mean, New York--like Iphigene Sulzberger, of the New York Times sends money in. I just mention this particularly. Dr. [Robert Gordon] Sproul was treasurer, only in name. The work actually was done by the League. And Dr. Sproul did attend the meetings, some of the meetings, when he was well. Of course he has not been able to function for years.

The League is notable in sticking to its own function, which is to save redwoods. This is their job. They do buy virgin redwoods. They also have bought cut-over lands, where they are in the area so as to make an ecological unit with a kind of run-off of waters, and so forth, to preserve them. They have stayed out of trying to affect



Dedication of Fannie K. Haas Grove - October 1960
Ruth Haas Lilienthal and Walter A. Haas, Sr.



Haas: legislation, so that they keep not only their independence, but so that they can be a charitable foundation under the IRS [Internal Revenue Service] laws. That's different from the Sierra Club. The League is not an action group.

They stay out of state or federal politics, but if they are called upon they will send their officers, to give information. They do not engage in lobbying for legislation. When the National Redwood Park came, our ideas were not the same as the Sierra Club's.

Nathan: How did they differ?

Haas: The Sierra Club was for a far greater park than we were. We did not object to that size, but we were not pressing for that. But actually, during all this time when the Sierra Club was agitating, the only people that were saving redwoods were the Redwoods League. The Sierra Club as far as I know had contributed nothing to buy redwoods lands. We started buying these lands from the lumber companies when the prices were extremely cheap. Today they have timber cruisers, and they're very expensive.

We still do have matching funds--no longer state funds, but there are federal funds--so that we do get matching funds. Actually I believe this is the only organization outside of Levi Strauss & Company of which I am a member which doesn't operate at a deficit! Money does come in. I have been to some meetings up in Eureka. I'm on the executive committee, where the organization very carefully goes over proposals and they have land priorities, although we change if something comes up, like saving some redwoods recently near Santa Cruz. We did insist on that. So we're not hidebound.

At the present day, federal funds are available. The state has cut down since the Reagan administration on having money available, but we do qualify for federal money, and I will say that Norman Livermore is very much interested in our work. He has given us credit, and we work very well with him, and also with William Mott. The League operates generally in the way of purchase--the timber is cruised. We try to reach a friendly relationship with the timber companies in buying their lumber lands. Sometimes they actually want a legal condemnation suit because this gives them the opportunity to not have to pay a tax. They can invest their money in similar lands, or something else, and not have to pay a capital gains tax, because they own the lumber very cheaply. That's as far as the big companies are concerned.

Sometimes with the smaller owners, condemnation is

Haas: entered into. We are presently engaged in trying to still save redwoods. There are little communities inside the redwoods with hot dog stands and things, and these we don't like too much, but our priority is saving redwoods, and sometimes people give us special money to take care of some of these smaller locations. There are some facilities in the parks. Recently, at the time when Levi Strauss & Company went public, I did not sell any of my stock, but my wife and I decided we would give some stock to certain organizations; amongst these was the Redwoods League.

Memorial Grove

Haas: I felt that no proper memorial had ever been made for my father, although some money had been contributed to help farmers and others around Petaluma. But the farmers no longer existed, so I decided that I would like a grove to coordinate in the Avenue of the Giants for my father as well as my mother. Although I have paid for this grove, my wife and I completely, the dedication will be on behalf of all my parents' children.

I was just recently up in Eureka with my sister, to review various selections. I think we have a beautiful grove, and next year the markers will be placed on the highway, indicating the Abraham Haas Memorial Grove.

Nathan: Who is responsible for maintaining these groves?

Haas: The groves are turned over to the state at the present time. There is a committee working. Two members of our organization are on a state committee meeting with the federal government to determine whether these groves go into the federal park. Of course they should be part of the federal park system. This group has been meeting for a couple of years, and so far has come to no conclusions with respect to state and federal lands.

The Redwoods League is particularly interested. A lot of these are memorial gifts and groves, and our responsibility to the donors continues. This has not been completely worked out, and also who is going to manage them. When these groves are given, they go into the state park service, and they are maintained by them. The Redwoods League has nothing to do with the maintenance. I suppose they have their ideas and see if they are properly carried out. Our relationships are very cordial.



Avenue of the Giants - Haas Grove

Haas: Of course we've had losses of trees . Trees grow old and die, and particularly in the Rockefeller Forest during the floods, sometimes the trees are badly undermined because the roots do not go deep. They grow wide, and they do not grow deep. The trees topple over, and we lose some trees. These are such beautiful groves.

Now too the main highway is not through the groves themselves. There is a new highway built outside the groves, so that people going on through the groves are those that really want to just look at the groves. When I was there, many were going through, particularly campers and others-- I mean camper automobiles. They don't stop there and enjoy these beautiful, beautiful groves. They 're so magnificent. They are almost the oldest living things, and this has always appealed to me.

My other conservation activities have not been particularly great. I may be a member of some other organizations-- Nature Conservancy. I was asked to join. I think this is the one that's headed by Mr. Long. I said my main interest was in redwoods, but if they wanted my name, I would make a small contribution, but I would not solicit.

Need for Compromise

Haas: I am accused very often of not being a conservationist because I believe there has to be some compromise between what I call the wild conservationists or ecologists, who want nothing to happen, and some things that must go on, if our society is to continue.

This particularly, probably, has relationship to my directorship of P.G.&E. [Pacific Gas and Electric Company]. It has to do with new nuclear plants, which the Sierra Club always fights. I will not go into this, but if we do not have additional power, we will not be able to even take care of wastes, disposal of wastes, and recycling. Of course, whether we have zero population growth or not, the demand for electricity will continue.

We are running out of fossil fuels--they are high. As for falling water, there is probably no more chance for hydro-electric systems. There are some additions to geothermal plants--more steam is being found, but this is very small. The future is nuclear plants, and they are fought at every

Haas: turn, both by the Sierra Club and by other groups. But I am convinced that there is no radiation danger. And of course we do need a lot of water, so we prefer coastal sites. These are being fought, but they have to go through the A.E.C. [the Atomic Energy Commission] and also the Public Utilities Commission. As I say, regardless of zero population growth, the actual cumulative demand for electricity is about seven to eight percent annually. Half of that has been population, and half of that has been increased use.

Pacific Gas now advertises only to get off-peak business, like electric blankets, and things like that. They do not try to advertise electric stoves, which would be used just at peak hours. We want the gas stoves to be used. But this is also a controversy because gas is in short supply.

I think that's enough on conservation.

XII INTEREST IN POLITICS

Haas: You were asking about my interest in politics. Most businessmen in the early days said that they had no interest in politics. I think recently they've found that politics and taxes are a great part of their lives, so they have become interested. I was president of the Chamber of Commerce in '40 and '41. Really we had no political matters before us.

My first, what you might call lobbying or political attempt, was back with Ward Mailliard and the San Francisco interest in Hetch Hetchy. But I think I've covered this.

Northern California Treasurer for Earl Warren and a National Convention

Haas: Actually, politics came into my life to a larger extent when in 1952, Ward Mailliard came to me and said his son was running for Congressman, and he'd always been treasurer for Earl Warren. He thought there was a conflict for him, and asked if I would be Northern California treasurer for Earl Warren. And that's how I came into the situation. My wife and I had intended to go abroad, but I spoke to her, and she thought I ought to do this. So I became treasurer for Warren as a candidate for the presidency of the United States.

So I succeeded in obtaining money for his campaign expenses. I was not a delegate to be voted on, but became an alternate. He could take me as an alternate, so I became an alternate delegate to the 1952 Republican convention. As alternates, we had very little to say. They called caucuses that were held in the open with the press there. I suppose

Haas: the real campaign strategies were developed with people like Jesse Steinhart and Tom Mellon and some others, because the caucuses really amounted to nothing. It was interesting. I always felt I wanted to go to a convention, so the delegates--the alternates and I--all we did was start rumors! [Laughter] But sometimes they came back to us as being real. We had some fun.

As a matter of fact, I think Jesse Steinhart was one of Warren's chief supporters, and a big contributor to our delegates' campaign. We went on a train to Chicago, Western Pacific. We stopped at Sacramento to pick up Governor Warren and his family, and particularly the Mellons, who got on there with their youngchildren. I started a tremendous friendship with Tom Mellon. It happened that the train was air-conditioned, but our air-conditioning went off, and ours was the only car in the whole train like that. It was just hot as blazes.

On the train, other people who had been to conventions got ready to organize demonstrations and so forth. They were actually very few. I don't know how they did this, but they got outside help. These demonstrations were phony, but Earl Warren's name was put into the hopper as a candidate and we paraded around, and made a pretty fair showing. Actually as for my role in that convention, I was asked to go and visit certain delegations. I went to see them, but this was futile. I was not empowered, nor was Earl Warren making any deals that we knew of, so there was nothing that we really could do at this convention.

Incidentally, Richard Nixon, who was at that time a Senator, got on the train at some stop in Illinois. I didn't particularly have any contact with him until he became nominated as vice president, and then he came back to the hotel where we were stopping [the Knickerbocker--very nice with air conditioning--very desirable in July]. He met our group and we had a lot of excitement, of course. By that time, as a vice presidential candidate, there were secret service men around. He met with our group, and we had quite a jolly time.

Nathan: How did he impress you?

Haas: I was always impressed by him. There were some of the delegates who didn't like him. They thought that Nixon had privately arranged for this, for which I never could blame him. I could never understand--although I am a great admirer of Warren--why he didn't engage maybe in trying to make deals,

Haas: because this is the way things are done. But he was above that, and I am certain that he was probably asked to be a vice presidential candidate on the Eisenhower ticket. I'm not sure of this, but I'm sure that he didn't wish to have it. I think he had been previously a vice presidential candidate, and decided not to do it again.

So we attended the convention. At that time I was very much interested, if Warren didn't get it, that Taft would not get it. I was much more interested that Eisenhower get it.

Nathan: What was your thinking? Why did you prefer Eisenhower over Taft?

Haas: Because I thought Taft was too conservative. I was a moderate in the Republican party. I was rung up from San Francisco to inquire what was happening. As a matter of fact, that was a vote on the approval of the seating of certain delegates, and I knew when this was denied that Taft would not win and the Eisenhower would. Eisenhower then selected Nixon as his running mate, which the presidential candidate has the right to do. This is what happened.

So we came back. I think we had to wait in the airport for two or three hours, because everybody was trying to get out. There were no priorities. That ended the convention.

Fund-Raising Principles

Haas: My activity within the party has generally been confined to fund-raising.

Nathan: How do you go about fund-raising? You have a list of prospects?

Haas: You have a list of people, and you ask them for money.

Nathan: You make it sound so simple.

Haas: Sometimes they come to you; this is during a presidential campaign. And a strange thing I've noticed--people who give heavily to campaigns are not the heavy givers to deductible charities and educational institutions. This is a very curious thing. But I think this is reasonably general. So I have been active--and outside of that, I have helped in the Christopher campaign.

Haas: And I have helped as a check-book Republican with Milton Marks and I have also always supported Bill [William] Mailliard, which always required a very small contribution, as he never had to have much money. Although I think for his next election, he feels he may have to fight pretty hard, and probably the collection will be greater.

Nathan: Is he planning to run again?

Haas: I think he's going to run again. I've never known why he's wanted this. At least he has a degree of independence. He's a moderate Republican. He was Warren's secretary, and his views have generally been like my views, although nobody ever agrees fully with one's views. If anybody agreed with my views entirely, they couldn't be elected dog-catcher. But I think he's been a fine Congressman. Even when I've helped people, I've never asked them for favors. I've only asked them for the favor of being able to contact them, if I support them. And generally, whether by mail or by phone, I have had to ask this. Sometimes they've agreed with me, sometimes not. And this has always been for a public purpose, and not for anything of my own, or anything I wanted myself.

Support for Kuchel and Christopher

Haas: Oh then, we come to my support of Kuchel. He was appointed by Warren, and Tom Mellon was his general state chairman, and asked me to help with [Thomas] Kuchel. I thought he had really basically the same views I have, a moderate, so I supported him with funds and collected money for him. Not great sums. Not compared with what is being done now, nor did I give very large sums, compared to some that are reported.

Since then, the government bureaus have been around to check up on my campaign contributions or when I solicited for Christopher, and I think Kuchel. But these were all rather moderate amounts, and nothing ever came out of this that I heard of. I've destroyed all the documents. I haven't got them any more. It has been so many years since these campaigns, except the Mailliard campaign, where my only contribution was in the form of money. I was not active in the campaign.

In fact, I think I mentioned before, I've always, in many ways, kept in the background except during the second Christopher campaign, where I was a political chairman.

Nathan: Oh no, I didn't get that.

Haas: I was his Republican chairman, and Joe Alioto was his Democratic chairman. The office of mayor was considered to be nonpartisan. It has recently not become so. As my good friend Edward Heller told me before he died, he would have preferred a nonpartisan Democrat to a nonpartisan Republican as mayor. [Laughter] And this was a pretty fair contribution to the political understanding.

I've also been interested in Christopher's campaigns, statewide campaigns, which didn't get anywhere. Christopher always was able to gain votes in the party primaries, in Northern California, but not in the South, and they had the votes there, so that ended. I am particularly mindful of the last campaign, when Christopher ran in the Republican primary against Ronald Reagan.

Reagan and U.C.

Haas: The chief issue, I think, at that time, was the University of California, and of course at that time, Free Speech and all these movements. Ronald Reagan, at these meetings would say that he was going to discipline the University. George Christopher was more moderate. He stated, "When I am governor, I'll be a member of the Board of Regents, and as such we will be handling University affairs." I was very happy at this decision on his part. However, I did ask him, so as to be apprised of the situation, what happened when he went around the state, and this was always one of the first questions that ever came up: the University. Ronald Reagan's appeal suited most of the electorate, and for that matter, he has made the University a whipping boy ever since--although he claims not--as all recent information in the press would so indicate.

At this time I might indicate one other political situation. During Ronald Reagan's first campaign, I was on the Christopher team. When Ronald Reagan was governor-elect, I wanted him to understand the University. I was able to arrange a meeting, a private meeting, at the Beverly Hills Hotel in Los Angeles. Marco Hellman and I invited a group from San Francisco who had supported Christopher, and some of whom were friends of Ronald Reagan. I won't go through a list of their names.

We met with the group in Southern California, including

Haas: Bob Rowan, and Mr. Firestone, at the Beverly Hills Hotel. Ronald Reagan joined us for cocktails and dinner. I took with me to that meeting Roger Heyns, who was the Chancellor at the University, figuring that he had a better chance to appeal to him than Clark Kerr. At this meeting, at cocktails, I arranged that Mr. Heyns was to sit next to Ronald Reagan so he could talk to him about the University, which he did. He listened to Mr. Heyns, but I would say that the results of this were completely negative. This was my attempt to see if the University could get a fair deal from the governor.

I have no hesitation in saying now, and the record bears out, that the University has been very badly treated by the state executive. There've been no raises in the salaries for over two years while other government, state employees have received them. And the campuses have been quiet. The University of California generally is great, and certainly the Berkeley campus is the greatest in the country. For some reason or another, his anti-intellectualism or otherwise--I do not know why--the University is a favorite whipping boy.

Of course I realize the extreme difficulty. From the tax situation in the state, the University must share in rigid expenditure control, but they have been cut far more than their share in this situation. As an alumnus, I am very unhappy about this, and so are very many other alumni. If the voters in the state feel the same way, I do not know. I do know that recently, in both houses of the Legislature, there has been a two-thirds majority for increasing the University funds provided these funds were obtainable. Well, at least this shows an attitude toward the University, which must be the views of the voters of California, or they would not take this attitude.

Also the complexion of the Regents has somewhat changed, so as to whether they will get this necessary money or the University will sink to a lower grade, I do not know. So far, of course, they're going along one way or another. The elder people [faculty] are staying on, because other universities are in trouble also, but I'm sure this will affect recruiting. So this was an attempt at the time that Ronald Reagan became governor, to try to affect his thinking about the University. I cannot say the results have been adequate.

Nathan: Well, it was a civilized approach, and one that you would think a reasonable man would respond to.

Haas: This was at the Beverly Hills Hotel. Mr. Marco Hellman and

Haas: I paid for the cottage where some of the San Franciscans stayed, and for the dinner. This wasn't a smoke-filled conference. I don't know that it was generally known, but there was no secret about it.

A Moderate and a Maverick?

Haas: I should say this: I'm a moderate Republican. I have generally voted the Republican ticket. The time when I first became a voter, it was said that you came to your political party with your mother's milk, but this has changed very considerably. I have generally voted for the Republican candidates. I have helped the Republican Party. I have given money for the state and the county committees. I have also crossed party lines to support other candidates. Although my voting is secret, I have made no secrecy of my support for Alan Cranston against Max Rafferty.

As a matter of fact, I think I've indicated previously the connection with the U.N. and how I met Alan Cranston at the U.N. Our friendship has continued ever since. I think I mentioned when I met him in Washington. I asked him to try to work on a proper bill for the charitable donations. That's the only request I've ever made.

Nathan: Were you interested in the Wilson Riles campaign against Rafferty for Superintendent of Public Instruction?

Haas: I was interested, and gave some money to Riles' campaign as against Rafferty, but otherwise took no particular part in it. I guess they call me a maverick, but they're happy to use my money. I feel that there's room for a two-party system. I'm not giving my advance notice--where I will stand in the 1972 elections, but I'm certainly inclined, when I see the list of Democratic candidates, to remain with Nixon, particularly if he is successful in his foreign affairs and also with winning the fight against inflation.

Nathan: You feel that the operation of the freeze, with the three stages, will work?

Haas: I cannot tell you about the freeze at the present time. We do not know, in trying to figure out in our business, where we stand. The stock market seems to indicate that there's going to be trouble with the freeze, particularly with labor accepting the freeze, or going along with certain parts of it, and what happens if labor does not, I do not

Haas: know. That is where the difficulty comes. As John L. Lewis said, "You don't dig coal with bayonets." If there's a confrontation between the government and labor I can't say what will happen. I thought we had pretty well taken care of political matters. Before Christopher, I supported Elmer Robinson, and after Christopher, I supported Harold Dobbs.

Nathan: Is it fair to ask you what you did in the last election?

Haas: I would rather not discuss this. I will say that my son Walter was a supporter of Alioto. My wife supported Dianne Feinstein, as did my son-in-law. And in order not to have the family more split, I said I would stand by, and so my vote is my own, and my support is my own, although I did give some support to those people.

Reappointing the CAO

Haas: I am particularly interested, I am still interested in the parks.

I am very much interested in Tom Mellon's continuation as Chief Administrative Officer. I think he's been a fine official. I've talked to him. By going on, strangely enough, he gives up his city pension. You get a salary from the city, but give up pension rights. Why, I don't know. But he is particularly a dedicated public servant. He wants to see the continuation of some things he started, which are the beautification of Market Street, the building of the hospital, and the Yerba Buena Center. And for these he is willing to give up his chance for a pension.

He talked to me about this, and I said, "Well, whether you do this or not is up to your wife, and yourself. I would not give you an answer on whether you should give up your pension. I would say this: I would not like to see you be appointed, nominated, for this, unless you have the support of the supervisors. I would hate to see this go into the political arena." Since then, since this proposed appointment has been announced by Alioto, the columnists have indicated there is some difficulty.

I called him up; asked if there was anything I could do. He said, "I am not going to agitate for this. If I'm taken, all right." I said, "Well, you can't stop your friends if they want to talk to people. I will confidentially say my wife and I have talked to two different people."

Haas: I see by this morning's paper, that instead of having eight, (he needs nine) it says he may have eleven, so I hope it will be all right. He is a great public servant, and is a great friend. Maybe I'm not objective about a person when he is a great friend, but I think he's been very honorable, and has taken a business-like approach to things.

In answer to your outline questions, I was chairman for the Ferry Park bonds, but this I believe was unsuccessful. I had nothing to do with the municipal railway bond issue.

City Railroad Commission and a Private, Non-Profit Corporation

Haas: I did mention my appointment by Alioto to the city railroad commission?

Nathan: No, I don't think you did.

Haas: Well, they needed new rolling stock for the city. Alioto called me up and asked me if I would go on the board for what they call a private non-profit corporation. I said I would. To my surprise, I was made chairman. Alioto took me because we were friendly, even though I had not supported him in the campaign. Whether he thought my name would be helpful, I have no way of knowing. I became chairman of this municipal railway non-profit organization, and we were given a list of requirements for new buses.

This was all done by the public utilities. Mr. Dwyer came in and handled this. Our only task really was to decide on who would handle the bond issue, whether it would be done by banks or private organizations. Then we asked for appearances, and we invited everybody--all the brokers and the bond people who proposed to do this--recruiting such other names as Blyth and Company, Barth and Company, and Bank of America.

Then we decided on Solomon Brothers and Hutzler, as it was then known. This was an excellent firm, and the reason we decided on them was that of all those who came before us, Solomon Brothers said they would come when the bonds were ready for sale, would come with a bid. If we didn't like the bid, we could go and try to do better elsewhere, and they would not charge us for anything.

As a matter of fact, the bids came in very well. Of

- Haas: course, the non-profit organization costs more in bond prices, or yields, than certain tax bonds. But they were within a quarter of a percent of what would be done by a tax bond, on the first issue. On the second one not quite so much. I think they gave an excellent account of themselves. This system was used to bypass any bond issues. I thought these bond issues for rolling stock were necessary.
- Nathan: These were authorized by just a majority vote of the supervisors? Is that how it operates?
- Haas: No. Maybe they had to confirm our appointments, but they didn't give a majority vote of anything. We were appointed. Maybe the supervisors had to approve the formation of this committee. I am not certain of that. But we then were sole deciders of what would happen, so the people had no vote on this. We came out with two issues for rolling stock.

As a matter of fact, outside of deciding on the spot who would take the bonds, we also had to decide on an attorney. We were unanimous on getting Solomon Brothers for this; we were not unanimous on the attorneys. Three attorneys appeared before us, but the majority wanted Mr. Dooling and he's acted perfectly. He was able to do this. There were two other friends who had had experience with non-profit bond issues in the city, particularly in connection with the underground privately owned car parks, and some issues at the airport, where the companies themselves have put up funds. The city has had non-profit issues, but they've been supported by leases to the airplane companies.

I had a great discussion with my friend George Christopher. He said we were bypassing the will of the people, and I said, "That is true," but I thought these bond issues were necessary. Finally there came the discussion of having a big bond issue to take care of the tracks in the municipal railway. At that time, using my age as an excuse, I resigned from this commission. The commission gave me a nice lunch at the Fort Mason Officers' Club. That was the only civic responsibility I've had, except in Recreation and Parks.

As you will see, I've taken some part in political affairs, particularly after my going to Washington in '52, and after I became the age of 66, when I retired from the presidency of Levi Strauss so that my sons would not have me breathing down their necks running the business. Although

Haas: I'm tremendously interested in the business, and also this has occupied me too. I can't just sit here in an ivory tower smoking my pipe and reading all day.

Nathan: Quite true.

Haas: But I think that's enough of political matters for the library--if people ever care to look at this stuff.

XIII BUSINESS INTERESTS

Haas: Now do you want business interests? We now come to business. I've mentioned how I came to Levi Strauss & Company. This business interested me because it had a broader geographical field than the grocery business.

Levi Strauss and Some Business Decisions

Nathan: Here, I was wondering whether we might get into the way you approached business as a problem; how you analyzed the possibilities in this rather static business, as I gather it was then?

Haas: It was then. Of course the main thing in any business is the personnel. I was able, I think, to judge fairly well which ones were contributing and which ones were not. We were a relatively small business, divided between half really manufacturing--oh, less than half manufacturing, with the other part jobbing or wholesaling. I early did decide that being a wholesaler, we were dependent on our suppliers. One of our big items was the B.V.D. underwear, which made very little profit, but had a good name. This caused us to buy a business in Los Angeles so that we could be distributors all over the state. But again, the profit rate was too low. Our brand business seemed to be better, so I thought we should concentrate on our own production.

Also at this time, I think my chief advantage in business was my understanding of cost analysis, because I knew nothing about the styles and desires of people. If I followed my own desires in buying, we wouldn't have had anything to sell. My cost analysis of certain matters was what brought about a confrontation, but also the desire of people for certain of our goods led me to believe that in manufacturing our opportunity would lie, and I followed that

Haas: sense.

I think I will go into this in greater detail when we come to Levi Strauss & Company, of which I understand I'm to have some further conversations, separately.

Nathan: You surely will, in the Levi Strauss & Company memoir.

Haas: A business group needs to have a leader that they can respect. Within a few years the business began to improve a little bit. I asked Dan Koshland to join me. In the first place we did feel we should be reliable, and have integrity. Also, we felt that we were a service industry, and we should try to take care of our customers. Even though gradually Levi's became so terribly important that our customers almost had to have them, we should not consider customers captives, but should still give them the same services always.

In those days, as far as the business having a social responsibility, the business responsibility was less than our own. We had been brought up to personally have social responsibilities.

It was understood by my father-in-law that I was to be the chief executive and run the business. When he died, in 1928, I became president. I remained president, I think, for 26 years. When I became 66, I then became chairman of the board. I want to say, while we were working here, Dan Koshland and myself were always cooperative. Our salaries were always the same. Neither of us looked on the other as the chief, although I had that title. But I think our decisions were joint decisions, and we also never had any "I-told-you-so's" or Monday morning quarterbacking. And the same thing has occurred with my two sons. Although their titles are different, they follow the same routine that Dan Koshland and I had.

They have, each of them, had prime responsibility for certain areas of the business, but also joined together. I've always told them I would not be an arbitrator between them. If they disagreed, nothing would happen. I thought this was the only way the family's security and happiness could be served. Then as they took over, I have looked at the reports, I am on the executive committee, I am a large stockholder. They frequently consult. This consultation has gradually diminished because the business has expanded beyond my knowledge. I don't interfere.

The Fifth Freedom

Haas: When I was in business with Levi Strauss, I told them that what we had was a fifth freedom. This freedom was for everybody in the business to be able to come and talk to the president. But the president would make no decisions. He would listen. He might talk it over with the questioner's superiors, and something might happen. But the decisions were made by the proper persons; otherwise you have no organization.

Nathan: You set the channels up so they could come to you?

Haas: The freedom to speak to me was open. The freedom of decision was not open, although sometimes decisions might be influenced by what they said. But of course this was a small business. Anybody could come to see me.

Now as the business has grown, there are levels and levels and levels. Not only between my sons, but the heads of departments, the head of production, area heads. Then we had a small business, and we were able to keep it simple, but this is not possible when you come to hundreds of millions of dollars a year.

Advantages of a Privately Held Corporation

Haas: Now I'm on the board of directors and the executive committee, which does have a great deal of power except for a few things, I think the issuance of stock, and changing meetings. The advantages of a privately held corporation are great. You don't have people breathing down your necks. You don't have women's lib or representatives of minorities come before you. You try to do the best you can for the business. If you make mistakes--and we make mistakes--nobody is going to challenge you on them. You really have greater liberty for trying things that may not turn out. You hope they will, but they may not. Nobody is then going to come to you and say, "Why did you lose dollars on this?"

You have to keep abreast, you have to take on new things. Although our main business is on the old jeans and some corduroys, I suppose our dollar volume, the majority of it, is on items that didn't exist five or ten years ago.

I think much was accomplished in terms of our leadership, and as I say, our co-leadership--because of course we

Haas: did expand. We did expand from four states in the West into Utah, when goods were very short in San Francisco. On account of the ship-building, our workers became riveters in the shipyards. So we first went to San Jose (where we had been once years before) in order to branch out (just to touch on this very lightly). And then even went to Santa Cruz, which had people in residence, and they worked. So the manpower people suggested we go there. This was not only to keep up with our business, but to supplement our business.

I will say also that the O.P.A. [Office of Price Administration] put a restriction on our prices, different than our competitors. Our main items were brand items, which were fixed in price, whereas our costs were not completely fixed, so by the end of the O.P.A. we were almost trading dollars, having a very low-priced article, overalls, which were then not called Levi's, but which had various names, principally Two-Horse Brand. The distribution became ever so much greater, so that what we lost in profit I think we made up in distribution, from something that happened later on.

Breaking Into the East

Haas: Then we began to receive inquiries from the East. In order to take care of that, we needed further production, and we developed an interest with the Lamy Manufacturing Company in Sedalia, Missouri, who had a sales force and a production force. They said if we wanted to have more of their production, we had to take their sales force. This sales force was covering the eastern United States. So this was how we broke into the East.

And then also we went into El Paso for manufacturing. This I will cover in greater detail. But the way we broke into the East was having them sell Levi Strauss overalls, which later became the name "Levi's," which came to us from our customers. Our customers began calling it Levi's instead of Two Horse Brand, or rather Gamuza, which the Spanish people called our overalls because they have leather labels, and "gamuza" is leather in Spanish. But Levi's-- that came to us because it was really nominated by our customers. So we adopted this as a brand for our overalls only.

Later on, our trademark people said we should try to

Haas: cover all our manufactured goods with the name of Levi's. This we did, and at that time with shirts, which we have since abandoned, because we could not compete with the rest of the United States. The Levi's label is now on all our manufactured products. As well as the blue overalls, they are on fashion goods, on shorts, on ladies goods.

Sons' Education and Participation

Haas: Let's take one more thing. Both our sons went to Harvard Business School. Walter Jr. joined the business before World War II. He went through an educational process; started at the factory, where at the end of his apprenticeship he had to make an overall completely, and then came here to the central office. He had to leave the business during World War II. He enlisted in the army. Then he came back.

My son Peter, on account of his eyes, could not get into the service. He tried everything, and even tried to go to Canada to go into the Canadian Air Force. He worked at Hammond Aircraft because they were making parts of airplanes, and after that went into advertising with Livingston, though I wanted him in the business. He had also gone to Harvard Business School where he graduated cum laude, as a Baker Scholar. He was finally persuaded by his brother to come into the business. He went through the same apprenticeship, going to the factory, learning to make overalls, and then they divided their functions, which until now was with Peter mainly on finance and production and personnel; Walter on merchandising and advertising and sales.

As I said, they each had original priority in their fields, but the major decisions were made by them together. And for quite a few years, even with items we thought were major decisions they would usually speak to Dan or myself. At least most of the [laughing] major decisions we know about, but now they're made independent of us, because both Dan Koshland and I are sitting by. We're interested. We're big stockholders, members of the executive committee. But the day-to-day items that really would have been major in our time, are no longer major compared to the totality of the business.

Tidewater Associated Oil

Nathan: Should we cover some of your additional business interests?

Haas: Well, let's start with Tidewater Associated Oil. Mr. Humphreys was the president--strangely enough, he was also president of the Olympic Club.

Nathan: I see.

Haas: And the Olympic Club wanted to have a bond issue. They fixed their plan and asked me to buy bonds, and I refused to buy bonds, because of the Olympic Club's membership policy, which was that although they had some Jewish members, they did not take any new ones.

First Mr. Foran came to see me. The secretary of Bill Humphreys asked me to see him. I went to see him, and I told him why I was going to take no part of this bond issue. I was by then a life member, and told him this, and said I wouldn't want to be a member of a club where even my sons couldn't be members. He said, "Your sons can't be members? They can be members tomorrow." I said, "This is not the issue. It's for others." "I'll look into it." And I never heard from him.

About two years later he came to me and said, "I'd like to see you. And I don't want you to say no to me this time." I went to see him. He said, "I like your attitude, that you stand by your principles. You're also one of our largest stockholders, with your family, of Tidewater Associated Oil. I want you to go on the Associated board of directors." I said, "What does this mean?" "Well, there are meetings here, and we go once a year to New York." I said, "I'll have to speak to my wife about that." So I told her if I joined this we'd have to go once a year to New York. She said, "When do we start?" [Laughter]

Nathan: Good for her!

Haas: So I stayed on with that business, which I discovered after a few years was a captive business. Mr. Getty owned the majority of stock, and even Mr. Bill Humphreys had to call him in Europe before the meetings. I found that after all I was just a puppet, so I got off of that board before they put me off. Although it was very interesting, we did go to New York, and it did one good thing for me. New York hotel rooms were scarce. Mr. Getty owned the Pierre Hotel in New York, and because of that, I had a foothold at the

Haas: Pierre Hotel, which I have used ever since. Now rooms aren't so scarce any more, but at the time, I was always taken care of. So sometimes there are outside dividends that come from your directorship.

Also you get information about general business things. But I never used the information to buy stock in the companies. This now is an S.E.C. [Securities and Exchange Commission] regulation. I never took advantage of information to buy stock in the company of which I was the director, or to sell it, if I thought there's a profit involved. I think this is morally indefensible. Today this is restricted by law.

Pacific Coast Aggregates and California Pacific Title Company

Haas: The Pacific Coast Aggregates--I became a director because I was a large stockholder. Of course this was sold, and needless to say I was out of that.

California Pacific Title Company--Crawford Greene asked me to join. I wasn't a large stockholder, but I liked the association, and I remained with that until they were taken over by the Title Insurance & Trust Company of Los Angeles. I guess they didn't want to keep me as a director. I later sold my stock in this, which turned out very well. It might have been better if I'd kept it.

San Francisco Bank and the Anglo Bank

Haas: The San Francisco Bank--my father had been a director, and my father-in-law was a director of the Anglo Bank. When my father died, I was asked to become a director of the San Francisco Bank. It was just as simple as that. We had a few shares, and I joined this bank. I thought Mr. Tourney who was the head of it was a great man; I later discovered he had feet of clay. I will not go into the detailed discussion of this. Also when my father-in-law died, I was asked to be a director of the Anglo Bank. At that time one could be a member of both banks, so I was on both boards. The Anglo and the San Francisco Bank.

Haas: Actually, as I may have indicated to you, my father and my uncle William Haas were interchangeable in their directorates. I guess this was before I became an Anglo director: Mr. Isaac Walter came to me when my father died, who was then a director of the Wells Fargo Bank. I was the director of the San Francisco Bank, of which Mr. Isaac Walter was also director. He said, "We're in great trouble. Your father has died. William Haas used to be director. His son is Charles Haas, and we don't know whether to have you or Charles Haas as a director." I said, "For goodness' sake, take Charles Haas. His father was the first director. My father just came in when his brother went to Europe. He outlived William Haas. So you take Charles." He was very happy at this outcome and Charles became a director.

So then when my father-in-law died, the Anglo asked me to be a director, and I took on that directorship. This was covered with headaches, because the banks were in great trouble. I didn't know then as much as I do now. I went along with the presidents.

Nathan: Was this during the depression?

Haas: That was when Herbert Fleishhacker was the president. His financial troubles became well known. I don't think I should go into these details. But when the bank closing came, when Roosevelt became president and the bank situation was very bad, I was the director of these two banks.

I was sent for by Mr. Calkins, the head of the Federal Reserve Bank here. Ed Rainey was present and was director of the state banks. The San Francisco Bank was a state bank. The Anglo Bank was a national bank. These people called me in and let me know the condition of both these banks.

Nathan: You had not known--?

Haas: I had not really. Stupidly, I had just taken it on trust, and these were both in very bad condition. The banks were closed, and they were opened again. The only reason they were opened was that the Bank of America was also in great trouble, and the Bank of America was so statewide they couldn't close the Bank of America or the whole state would have been bankrupt. So really we were riding piggyback. On opening the Bank of America, both these banks were opened.

Wells Fargo at that time was in sound condition, and didn't want to stay closed, but they had to stay closed, because everybody did. But they opened up, and they were

Haas: strong, and prepared for this day. These others were not. I was told about this situation, and I couldn't sleep at night. I wrote letters to my two sons, "Never become bank directors." Both of them are now, but conditions are different.

I asked Calkins and Rainey, "What do you want me to do?" "Well, your bank, the San Francisco Bank, has a tremendous deposit in the Anglo. We just want you to see that this is not taken out all at once, but periodically it can be done. But also (I think Tourney had then died) don't have Walter Buck as president." Well, these were things I could carry out. Parker Maddux became president of the San Francisco Bank, and we went through a terrible time, although we were able to stay with its own bank capital and rework it.

On the other hand, for the Anglo, the Federal Reserve called a meeting of the directors and explained the situation to them. The Federal Reserve had made reports on the Anglo condition, but these had never been shown to the directors. This was unheard of. When the directors heard this they were stunned.

They also were being sued, but the main thing at the Anglo was that Standard Oil stood by them, and kept them open. They had to issue preferred stock. They also had to finally settle a lawsuit, which was brought on behalf of the stockholders. It was called a representative suit. Every director put up some money, as did I, who was the most solvent. But Walter Buck did not put up. He was the only director who did not put up. I hate to talk about him, he's dead now, but these are the facts.

The main amounts were put up by Mortimer Fleishhacker, who had some money. All the directors, even the minor bank directors, put up some sums, and the suit was settled. By that time they had preferred stock. This situation was so topsy-turvy that the attorneys for the bank were fighting this suit, which was on behalf of their stockholders. They had no right to do this.

All this became changed. The new president was put in, and I will assure you that I did not sleep at night. I must say for my personal satisfaction figuring that these derivative suits were brought by the banks' stockholders, I started to buy some of the stock very cheaply, which it turned out was a very good investment.

Of course, later on things were open. I was on the executive committee there. And then later on, when my

Haas: friend Paul Hoover became president of the Anglo Bank, he asked me to join him, and I felt that I had more interest in that bank. It was a commercial bank, and by that time the bank was in good shape. So I did join that bank, and was on the executive committee of that bank for many years, 'til I decided I should no longer be on the executive committee. I also decided that I was of such an age--although there was no age limit at that bank--it was time to get off.

They were very anxious to have one of my sons come on that board. They asked Peter, because Walter by that time was director of the Bank of America. I am now on the advisory board of that bank, where I go and I get a fee. I have great difficulty when motions are made not to vote!

Nathan: [Laughter] Of course!

Haas: But actually, I have always made it a position never to take up matters at a directors' meeting. This is also my philosophy. If I thought something should be done--and in my later years, after this banking episode, in any board which I am on--I would always, if I had views, talk to the president, to either convince him of what should be done, or convince him it shouldn't be done, but never have an opposing voice at a directors' meeting. I did not consider this a function of a director. In fact, as I have most times been in the executive committee meetings, I have been able to talk at those meetings. So this takes care of the bank.

Nathan: May I ask you a question about the banks? I know there are probably many contributing factors to the difficulties of these banks, but were they in large part the problem of unsuitable loans?

Haas: Unsuitable loans. This was all brought out in public suits with Fleishhacker. They were loans in which the Fleishhackers were involved. That's why Mortimer Fleishhacker put up a lot of money. I will not go into the loans. In some cases they were improper loans. Loans can be made to bank officers today if they are reported. But these were made without being made known, and some were very bad loans.

But all the banks had some bad loans then, at that time. These were particularly bad. Better banks in the country were closed, than these two banks. On account of the Bank of America, they were protected by this cover, because the Bank of America branches could not be closed. They were too important in the state, and they've come out now to be the greatest bank in the world. So I think the

Haas: judgment as to what these banks are today is very good.

As for the San Francisco Bank, I should say that I have had a good deal to do with it. They were approached by Frank Belgrano, when he wished to purchase it. We knew he had a lot of stock. He was ready to offer to buy stock at a high price, and this had to be communicated to the stockholders. At that time I thought the price was such that the stockholders would take it, at least a majority of them. He had a good share of it. I held my stock. I did say I was going to keep Henry Verdelin as president. He agreed to this, but to my surprise when the bank was then re-formed, they brought a chairman of the board who became chief executive officer, and Henry Verdelin [laughter] did not have any important position.

I should say, prior to this in the San Francisco Bank, I was always at odds with Walter Buck. We were both on the executive committee, and they wanted to put some extra people on the board of directors. It was a proxy fight, and I was leading the proxy fight against Walter Buck. We ended up by having two-thirds of the voting, proxies, with my group. A day before the meeting, Phil Ehrlich asked Walter Buck and myself to meet, and said, "A proxy fight even if you won it, is not good for the bank."

The bank meeting was called, and stockholders came to it. They don't come to the regular meeting, but when there's a fight on, they do come, so the big room was ready, and Phil Ehrlich said, "Is there no way to compromise this?" We ended up by letting the other faction name two directors on the board. So when it came to the public meeting, all these people expected fireworks, and it ended up by Buck and myself nominating the directors, and we had the votes for both of them, and that was the end of that.

We never could be called friends. We always disagreed on most of the things, but I think this solution was for the good of the bank.

Iris Securities and Levi Strauss Realty

Haas: Continuing with business activities, Iris Securities Company and Levi Strauss Realty Company are both family real estate and security companies, of which I have been president since 1927. Beyond these activities, they also represent a sort of private bank for the members of our family.

Haas: The members of the Stern family and the descendants use Levi Strauss Realty Company for their accounts, and my family, the Haas branch, uses Iris Securities Company. So each of the individuals has an account with these companies, which keep the records of their payments, their income tax payments, receipts from dividends, interest on their payments, and these are the principal books of record. The directors of these companies are all members of the family, and, of course, are operated under the instructions of our attorney, but are very informal.

Pacific Intermountain Express

Haas: You mentioned Pacific Intermountain Express Company. This is a long record. I forget when I first became a stockholder of it. I bought stock in it because I knew Ken Humphries, had known him previously in other business affairs.

As a matter of fact, Ken Humphries was the son of one of Levi Strauss' old customers in Colorado. He came to San Francisco, and as we were friends--I'm not exactly certain how we went into this but we have a rather large family interest in this company. When Ken Humphries left the company, or died I guess, Mr. Sam Glickbarg became president and chief operating officer. He now is chairman of the board in latter years, and just recently--as a matter of fact, during the last week--this company was merged into International Utilities.

So, this ends my directorate on this company. It always was a very pleasant association because of my friendship for Sam Glickbarg, Ed Heller and Paul Wolf. On this board of directors also was Bob Underhill, representing the University of California, mainly because Edward Heller had given them a very large block of stock, which they retain and Bob Underhill was their director, and a very good one. This chapter is ended, and very successfully. I am no longer a director.

Pacific Gas and Electric

Haas: So, the only outside directorate that remains for me out of our family companies is Pacific Gas and Electric Company. I was director of the California Pacific Title Company. James Black, who was president of the Pacific Gas

Haas: and Electric, one day asked if I would become a director of Pacific Gas and Electric. I was always interested in the electric utility business, as I had been on the board of the San Joaquin Light and Power Company, principally because my father had been one of those who formed the company, and when he died, I was elected a director. That's why I was interested in their operation, and particularly when Mr. A. B. Wishon was the president.

With him, I used to go down into the valley and go to the mountains where they were building new dams and power houses.

Nathan: Now was this for P.G.&E.?

Haas: This was for San Joaquin Light and Power Company.

At that time all the hauling was done with horses, and the big automated earth movers had not been developed. I was very much impressed by this work. Wishon said, "We can get engineers. Your own business"--which was then Levi Strauss & Co.--"is more difficult because you have to know what is going to happen to markets. We can get engineers. We can make plans, and we do not have the vicissitudes that a business like Levi Strauss has."

I think I have already talked about San Joaquin Light and Power, but I remember the time when they were building and had no capital. In fact, they placed a very large order with Levi Strauss & Company and had to pay for it with seven percent preferred stock, which was unheard of at that time.

Well, anyway, I became a director of Pacific Gas and Electric Company after James Black's invitation. I have been on that board ever since. They only have monthly meetings, except when selling securities. But they also have a system that the oldest directors become members of the executive committee, so eventually I became a member of the executive committee. In fact, I was sort of the quasi-chairman of the executive committee until the retirement of Bob Gerdes; then he remained as a director and became chairman of the executive committee.

The executive committee meets every week and really handles most of the major problems of the company and receives detailed reports. At each annual meeting I have a further requirement, and that is at the formation I am chairman pro tem while we organize the board. I have enjoyed this assignment very much.

Haas: It is a huge undertaking and now has become involved particularly with conservation groups, who seem to try to stop every increase in the power supply, either because it interferes with environment or heats water or pollutes the atmosphere. Well, the latter, of course, is now being handled because gas does not pollute. And we have to buy low sulfur fuels, which are very expensive, which also do not pollute.

And then, of course, we've gotten to nuclear energy, and this is a subject of great discussion at the present time. The fact is that the demand for power doubles in every ten or eleven years. Only half of this is population growth. The rest is increased use of power. The company must be equal to power requirements which are called for by the PUC, the Public Utilities Commission. On the other hand, everybody, even the conservationists, expect when they press a button to have electric light, and they don't have it unless we keep ahead in building.

In the meantime, the building has been greatly expanded, mainly because most of the power companies are going into nuclear energy. That Atomic Energy Commission is very slow in handing out certificates, and even now they must recall all the certificates and check them out for their effect on the environment, a major law.

I believe the company is conducted under the best possible conditions to be acceptable by the public, including their hiring policy for non-whites: Blacks, Chicanos and so forth. They have gone ahead very strongly to take care of this, but, of course, their people have advanced through the company. As this hiring policy I suppose has only gone on for the last ten years, they haven't reached too many of the top positions. This is a matter that comes up at all the board meetings. At all board meetings the Blacks, Chicanos and the women's lib appear and make a great to-do.

So much for P.G.&E.

Haas Baruch & Co.

Haas: Haas Baruch & Co. was my father's business in Los Angeles. He formed that business, which was an outcome of Hellman-Haas & Co. and had in it his nephews. When he moved to

Haas: San Francisco in 1900, he remained the principal owner and the head of it, but the operation became the function of Karl Triest, his nephew. When my father died I became a director.

Nathan: Now, was this a grocery?

Haas: It was a wholesale grocery business in Los Angeles, which has been uniformly successful until latter years when it was found that it actually only made money during rising prices during war time and so forth. When Karl Triest died, his son, Robert Triest became the president and Herbert Baruch, representing the Baruch interests, became a director.

Nathan: Were they from the west, the Baruchs?

Haas: The Baruchs were in Los Angeles. Herb Baruch was a contractor. Well, he got into trouble and committed suicide, and I was left really to go on as director, and the principal stockholders--our family was the principal stockholder--after several years of loss convinced Robert Triest that this business should be sold.

I was extremely fortunate at being able to sell this business to Smart and Final, who bought the company principally because they had a wonderful warehouse. I think this was about the last one of the wholesale grocery businesses that could be sold for its value instead of having to be liquidated. For this we received some cash, some debentures, which were eventually paid.

I hated to see this family business go, but my father was very wise and told me not to let sentiment continue to keep something going if it were no longer a viable business project. After the sale of this business Robert Triest went into the investment business with J. Barth and Company in Los Angeles, where he remained until he died.

National Ice and Cold Storage

Haas: You now call my attention to National Ice & Cold Storage Co. I bought some stock in this company because Fred Cooke was a great friend of mine. And as I was on too many boards I asked Dan Koshland to represent our family. A little later on during the troubles of Herbert Fleishacker, there was preferred and common stock for sale, which I bought at the market for practically a song. It

Haas: was very cheap. This stock gave our family the leading stock in this business and I added my brother-in-law Phil Lilienthal to the directors and got on the board myself.

Fred Cooke was a marvelous manager, and we built this company from a streak of rust into a very good company. This continued until a certain time, and we were offered a buy-out from a company in New York, American Ice & Cold Storage Co. Then I made a deal for the sale of our family stock to this company at a good price. In this company we had bonds, which we bought cheaply, which were redeemed at full price, preferred stock which was redeemed at full price, accrued interests and common stock for which I think we got \$40 a share.

It was a very good deal for us, but in it I did put in a requirement that a pension should be paid to Fred Cooke for life. As a matter of fact, this is years later. Fred Cooke is now in his nineties, unfortunately is incompetent, but he still receives his pension, so I believe I justified my friendship for him, which was very great, and have taken care of him and his family. They live in southern California now, as he married for a third time later in life. (Fred Cooke has since died.)

In looking over my business interests, and I guess we have covered all of them, I think the most rewarding aspect outside of keeping active is meeting people, being on boards where one learns about general matters. I've made friendships on these boards which are of great value to me from that standpoint, although I will say that most of the people of my generation have gone to the great beyond, and I have been friends of their successors. If there are any other business associations I have had, I do not remember them, but when I check up on those, if there are any others...

Nathan: We can pick them up again.

XIV COMMUNITY SERVICE ORGANIZATIONS

Haas: It has always been a principle in my family that we owe something to society, and this has certainly been carried on by my children.

Pacific Orphan Asylum

Haas: I believe the first board membership was when I became a director of the Pacific Orphan Asylum. This was a Jewish organization. I remember we went to what was later called Homewood Terrace with the cottage type houses. This was before the day of the placing of children in private homes. They handled that also in later years.

I remember, though, that this organization was pretty well run by its director, and he wanted to put up a swimming pool. I objected to that, so I was dropped from the list the following year, but they never did put up a swimming pool.

Jewish National Welfare Fund

Haas: I then became a member of the board of directors of the Jewish National Welfare Fund, which has now become the Jewish Welfare Federation of San Francisco, Marin and the Peninsula. Judge M. C. Sloss was president at the time, and when he was about to give it up, he asked me to become president.

Judge Sloss was one of the finest men in San Francisco. When he asked me, I couldn't refuse. I do remember

Haas: that when I became president I also engaged in solicitation, and for a while I had all the largest cards in the community.

Most of the people on these cards I solicited died later on, and their widows I had to solicit. In no case could the widows meet the requirements of their husbands because naturally taxes took part of the estate. They were less interested than their husbands, and they felt less secure. So in all cases the widows did less well. The total take was very small. In fact, I think that at least several givers now, including myself, give more each year than the total Welfare Fund was able to collect in the early years.

Nathan: How do you account for this change?

Haas: Change came because of greater demand and greater wealth and greater dedication, mainly on account of the Israel situation, which appeals to the Jewish members because if they don't do the job, nobody else will do it.

The best thing I did for the Welfare Fund, I think, was to obtain Sanford Treguboff as an executive director.

Nathan: How did you find him?

Haas: He was, I think, working for the Jewish Family Agency. He organized it, which never had been done before, and he was a marvelous help. Later on the Jewish National Welfare Fund was reorganized. After Lloyd Dinkelspiel was president--and incidentally Lloyd was one of the finest men I ever knew in my life and dedicated, not only to the Welfare Fund, but also trustee and president of the board of Stanford University.

Then when he finished his term in the Fund, I thought I was through, but they came back at me. I think my friend Edgar Sinton said, "It's important that you be president again." So, having a great interest in this, I became president again in 1958-59.

Nathan: The first time it was in the forties, right?

Haas: The first time I was president was in 1944 to 1947, and then again in 1958-59, and then when I retired they made me an honorary director. Benjamin Swig, who became president, and myself are the two honorary directors. I attend meetings every second or third time, and this has been one of my principal interests, but it has gone into the hands of younger and more able people. The principal problem, of course, is fund raising, and then the distribution

Haas: committee also has problems because we never have enough money.

Oh, I should finish and say that with the Welfare Fund I went through every kind of a job, including organizing committees, heading the campaigns, taking cards, and I still have a deep interest in its effects and I'm one of the largest contributors.

How to Raise Funds

Nathan: May I interrupt just for a moment? Could you talk about the meaning of "taking cards?" People who have done it know what it means.

Haas: By taking cards I mean going out and ringing doorbells, soliciting, trying to get them to raise their pledges. As a matter of fact, coming back to the Welfare Fund, I instituted one method of fund raising, which has been more or less used ever since, and that was to have a private cocktail party for the larger givers. The first cocktail party was at Mrs. E. H. Heller's. In an interview she said, "We had wonderful hors d'oeuvres and a lot of drinks, which I think eased the pain of giving. In fact, several of the people came there and really at that time gave more than they intended."

Gradually, we had cocktail parties at my home, at Madeleine Russell's, recently at Frannie Greene's, but I think now people pretty well know what they are going to give beforehand. The campaign chairman goes around to see them, to see the principal givers, at least the pace-setters, to try to know what they're going to do, and I can't say that they're too greatly affected by drinks.

But I think at the early meetings, and particularly this one at Clara Heller's house, people gave more than they ever gave before without preparation. And the basis, the standard, the yardstick of giving was much less than it is at the present time. Today people are giving out of capital. Most of the major givers are way beyond their thirty percent allowance, and give out of capital, but somehow the capital seems to increase, except in very bad economic years.

You marked down Joint Distribution Committee. Well, that is just a purely honorary title. I have been put on the board and sometimes when I go to New York, I visit the

- Haas: people there and see my friend Eddie Warburg or some of the staff people, but all of those that I knew are dead, so I do not go there anymore.
- Nathan: May I ask you one other thing about the fund-raising aspect of the Welfare Federation? Did you organize according to industries and businesses?
- Haas: Well, the organization was mostly done later, the industry organization. I think that was set up by Treguboff. I had to call the advance gifts people, and I did get the major givers, until now. I will not take any more cards. Well, I make an exception of a couple which are directly in my own family, but I believe that is true of all. Now I'm willing to be solicited, but I do not solicit anymore, thinking that when I became over eighty, I was entitled to not have to go and solicit.

Bay Area Crusade

- Haas: One of the later situations was the foundation of the Bay Area Crusade, which was originally called the Community Chest. And although budgets were sent in, monies were sent to the federation as a total and they distributed them. And, of course, the standards of the Jewish organizations' being higher than the others, they had to re-enforce the local organizations from the Welfare Fund.

Now, there is a whole new deal called New Directions with the Community Chest (which is now the UBAC or United Bay Area Crusade) which I served in various capacities. I have been the director at times and was I guess on the UBAC, a United Bay Area Crusade director, but really just one of the many directors. Of course, I was interested, and my family had been among the largest individual givers, not the corporate givers. And now my son Peter Haas was the campaign chairman for UBAC in 1969, and in 1972 he is to be the president.

He did a beautiful job. For the first time in seven years they went over the top in their collection. Now he has the problems of the New Directions because UBAC, like the Welfare Fund, really has used the budgets of previous years and worked from those.

Now, two years ago, at the instance of the social planning committee--or whatever they call it--they felt

Haas: the thing was to take more care of Chicanos, the Blacks, the new poor, and change. The result of this has been a great deal of dissension because those they aimed to help are not the contributors.

So the old-line charities, the hospitals, the various other agencies that they helped were reduced, and a lot of people who are on these agencies, who sometimes were not great givers, objected to this. Many of these have used this excuse to cut their giving down or cut entirely.

But the major corporations, seeing this, have increased their giving. This is what helped Peter Haas, who was the chairman, and I guess at that time the New Directions had not come up. Now it was causing difficulties for the new campaign directors, and incidentally, of course, will make the year tough for my son Peter. The year has been difficult for Jerry Hull, who has been president this last year.

San Francisco War Chest (World War II)

Haas: The Crusade and the Community Chest, I think, is pretty well covered, except I might have said that I was president of the San Francisco War Chest during war time. The San Francisco War Chest really represented the charities of San Francisco, was the predecessor of the United Crusade and did cover the local charities.

But then U.S.O. [United Service Organizations] came along and that became very important, so they joined. I guess I was the second or third president. The previous presidents had been Charlie Blyth and Jim Black--not in that order--then I was president for that year. Actually, because we had U.S.O. in it we were able to reach our budgets for that time. We also had labor in it and I think Jack Shelley was one of its vice-presidents. He told me, "Walter, I'll help you in any way except when it comes in conflict with labor."

Mount Zion Hospital

Haas: Now, for charitable boards; the Mount Zion Hospital. I've always been interested in this. In fact, my wife, Elise Haas, was the first woman president. I remember very well

Haas: when she was president she had on this board a Mr. Leon Goldstone. Leon Goldstone was a member of the firm of Goldstone Bros., who were competitors of Levi Strauss & Co., making very low-quality overalls. At any rate, I induced him to go on the board of directors. That way I was able to get a few extra dollars from him for the Welfare Fund, but he was shocked that my wife was president, because Mount Zion Hospital was in the red. He wrote a letter to my wife about this, and she was only able to convince him that all good things, except a business enterprise, would probably have to be in the red or they weren't any good.

Anyway, I became a board member, and I also became a vice-president. During this time I became head of the Conference Committee, which was the committee which met with the doctors. I felt that was the most interesting committee of the hospital. I never aspired to be more than a vice-president. I was on the board when Mr. Bissinger became its president.

Nathan: Is that Paul Bissinger?

Haas: Not Paul, his father, Newton Bissinger. He was a devoted member of the hospital. As a matter of fact, he was largely instrumental in the Welfare Fund in getting his people to raise their sights, not by ten percent or twenty percent, but by 150 or 200 percent.

Then Mr. Newton Bissinger, Lloyd Dinkelspiel and myself met at the Concordia Club and we rated people at amounts I never thought were possible, but they did come through. This was the first big change in the Welfare Fund, from where it had been raising \$300 or \$400 thousand a year, and finally got up to new amounts. I myself and my mother gave amounts I never thought possible.

But Newton Bissinger was devoted to the Mount Zion Hospital and they had never had a real good executive. Finally he found Mark Berke. And I remember he and Mark Berke in Atherton met some of the members of the board. I first met Mark Berke in Newton Bissinger's beautiful Atherton home. He was engaged and, of course, this history is well known. He was a god-send to Mount Zion. He was able to reconcile the staff, the board of directors, the givers and the patients, which had never been done before.

He did an outstanding job, and, the year he became president of the National Hospital Association, he was struck down by cancer at an early age. He came back even

Haas: after he had been hospitalized, and worked until almost the last few weeks of his life, devoted to the hospital. This was a great loss to the community generally and to those who knew him personally.

Owing Something to Society

Haas: I remember when I was on the board of the Community Chest I became very well acquainted with Helen Russell, who was a great citizen of San Francisco. And one day we had lunch with her, and we were talking about giving to charity, and families and helping in the formative years of the children.

She told me her own story. When she went to college her father, William Crocker, asked her to make a budget. She made a budget of what her expenses would be, and he said to her, "This is not complete," and she said, "Why not?" He said, "You must allow ten percent for charity." Of course, ten percent, a tithing, was well known then. Now the tax laws allow up to thirty percent and for people with income, it's rather simple to give up to thirty percent, but, of course, some people give much more than that.

In our family we've always felt that we owe something to society. This country, this city have been very good to us. Our children saw our example. I do not really know whether ever we talked to them particularly about this, but seeing our example, they started to take pride in community work.

All of our children were heavily involved, our two sons and our daughter. Our two sons, everybody desires them to go on boards of directors, not only of philanthropic organizations but also business organizations together, and they both spend their time saying "no" more than "yes" now because after all Levi Strauss is a very big enterprise which owes a responsibility to the public. Although my daughter is not asked for on business boards, she is doing a beautiful job in various philanthropic and civic enterprises.

World Affairs Council of Northern California

Haas: The World Affairs Council in Northern California. This was started by two great friends of mine, Dr. Monroe Deutsch

Haas: at the University of California, and Henry Grady of San Francisco. They interested me in this, and this was formed after World War II with a motto that "World affairs are your affairs." They got me interested, and as usual when I became interested, I started to solicit funds. They were working to organize a new group as a successor to this other organization, the Institute of Pacific Relations, which was supposed to be Communist. Well, on the national level it did have some people who had been Communist. It was not so here, and we labored hard to correct this impression.

I remember Dorothy Lister Rogers was also devoted, and she and I together I suppose raised more money and gave the World Affairs Council a character. It was supposed to be non-Communist. And, as a matter of fact, I pledged myself and our own organization to give it money, thinking I was giving it seed money and then I could cut down later on. The opposite has been the case, and we are now giving more money than ever and more than we intended to. In fact, our family with Standard Oil and the Bechtels have been the chief supporters of the World Affairs Council.

I was a member. I was on various committees. I became a vice-president. They wanted me to become president, but this one I refused. I was out of it then and went back onto it in the last few years. And in this year I was dropped because I've been on the board for so long that by virtue of its charter I had to be dropped. As a matter of fact, they didn't let me know that I was off the board, and I nearly went to a meeting at which I was not a member, and this caused me to be very indignant. I thought I would be in an untenable position coming to a board where I was not a member.

I practically turned my back on this organization until very recently my great friend Easton Rothwell came to me and asked me if I would be honorary chairman of the 25th Anniversary Year. Being rather put out with this organization and remembering that when I became chairman for the Park Centennial I raised a lot of money, I told Easton Rothwell I would have nothing to do with this. He said, "You can't refuse to talk to me."

He now has shown me that they have a fine organization, headed by the chairman of the Wells Fargo Bank. They have a full organization, and I will not be called upon to raise any money. I have now consented--because I am the only founder member alive--to be honorary chairman of their 25th Anniversary Year, for which I will not try to raise any money but for which I will give some extra money myself.

Haas: I have felt this is a fine organization and very necessary in its early years. It has never seemed to have caught on with the business interests of San Francisco, who seem to think it is composed of dear old ladies.

They are trying to change this now, but, since TV has become so important with national talks about national and world affairs, maybe the necessity of the World Affairs Council has been somewhat diminished. At their beginning, they were having a constant fear of the Commonwealth Club, whose executive director, Stuart Ward, saw Communists under every rug, and I think carried a gun himself to protect himself from Communists. I think the World Affairs Council now has some extremely dedicated members and occupies an increasingly important position.

Nathan: Just to check, do you have the feeling that the World Affairs Council may have served its most useful purpose already?

Haas: The World Affairs Council now has a new director. It was really on its last legs a year or so ago as they always seemed to get directors from the State Department in Washington, career people, and this man (whose name I've forgotten) left it. He had to be let go because he didn't do the job. Easton Rothwell then took on the job to be director, without salary, and was able to reinvigorate this World Affairs Council. He did a marvelous job. And then they did get a new director, who came from the Asia Foundation-- a Mr. Steggie.

I know him very well, and I think he is excellent. Perhaps it's been given a new start in life. There may be some change in direction to interest younger people, schools, and so forth in world affairs, instead of being accused of just having a lot of little old ladies come to their affairs, except of course when they have economic or business lunches. They have had some very exceptional people in the last two months.

Nathan: Do you find it stimulating yourself?

Haas: I have gone to some of their lunches when they have had heads of finance departments or important world bankers and so forth.

XV ACTIVE SPORTS

- Haas: Fishing--I must have gone into that. Didn't I go into my fish?
- Nathan: No, we spoke about it off the tape. I would like to hear about where you like to fish and what you catch. And, of course, what other sports you like.

Tennis and Squash Racquets

- Haas: As far as sports and athletics are concerned, I always enjoyed tennis, and was a pretty fair player. In fact, I did some playing before and when I was at the University of California, I nearly made the doubles team but didn't quite make it. I always enjoyed tennis. I remember the Beresford Country Club--now the Peninsula Club--had a tennis tournament, and I always got into the finals against Louis Sloss, and he always won from me.

My wife played tennis. We had a tennis court in Ather-ton. We kept on playing tennis, and played tennis with our children as they grew up. Both Walter and Peter were good tennis players. Walter became an excellent tennis player and made the California University tennis team. Peter had a tremendous drive, but he didn't know where it was going all the time, so he didn't keep up tennis.

Then we were in Europe in 1928 or '29, just before the outbreak of the war. And while I was in Paris for some time I learned how to play squash racquets, and when I came home my wife had additions built to our home on Lyons Street for a private squash court, so I was able to enjoy this very strenuous sport. There were many people there who came

Haas: to this court, including--did I mention--Gene Tunney? Gene Tunney used to come and play with me because whenever he came to San Francisco he was such an outstanding character that crowds came and he wanted to play quietly, so he used to come and play with me in my squash court. He was an enormous man, and I used to get out of his way; he used to bowl me over [laughing]. He was one of those I used to play with in the squash court.

I enjoyed it, but squash is a very strenuous exercise, and I was told that I should stop that when I reached the age of about fifty, and then when I came to sixty, they sent me to the showers on tennis doubles, which I've always regretted. Then I had to take up golf.

I never enjoyed golf because I never could play golf as well as I wanted. In fact, I only went under ninety twice in my life. But at one time I was a member of about three or four golf clubs, the Olympic Club, Lakeside, Presidio Golf Club, and Stanford Golf Club, where I was made an honorary member, which is the only golf membership I retain.

I was made an honorary member at Stanford mainly because I made large contributions to Stanford for the Lucie Stern Fund, but I explained to them I was only the happy instrument and not the giver. But I am an honorary member of the Stanford Golf Club, which I hardly ever use. Also an honorary member of the Faculty Club.

Fly Fishing

Haas: The sport I enjoy the most I guess is fishing, and that's fly fishing. I did never care for deep-sea fishing. We started to go to the McKenzie River in Oregon at the time the Thompsons had a resort there. At the resort you had to have a guide for fishing the McKenzie because you fish from a boat. One time we were there our guide became Prince Helfrich. His first name was Prince--he wasn't a prince--who has been closely intertwined with our family ever since. Whenever we went to the McKenzie, we had Prince Helfrich as a guide until in later years all his children became guides also.

Did I refer to my seventieth birthday?

Nathan: No.

Haas: Well, we went to Holiday Farm on my seventieth birthday. We took the entire Holiday Farm resort. We flew up my friends, and it was a special occasion, and they all were my guests. They had some beautiful stunts for my seventieth birthday, including a tape recording from seventy people, which my wife got together. Many of my friends and relatives, including Chief Justice Warren on the tape, Robert Sproul and many other people with whom I've been associated.

I still have this tape, which I sometimes rerun. It brings back the happiness of former years. So, at this seventieth birthday we had guides for my friends. I think we had about seven different couples. That day I remember Prince Helfrich was our guide. We arranged on that actual day to have a fish fry, and then great stuff and great fun.

They had the game warden come. At no time during the years I've had a license have I seen the game warden. This game warden came and he said, "I've got to look into your creel." He looked into my creel and found a four-inch fish, which had been planted there. The limit you're supposed to have is, I think, a six-inch fish. And he said, "I guess I'll have to arrest you." Part of the stunt was my good friend Edgar Sinton, who was a lawyer. He said, "I will defend you," and, of course, after a lot of hullabaloo this was a very enjoyable spectacle for everybody.

I also went there on the seventy-fifth birthday, but this time I only had my children with me. That time I was having a big to-do at the Recreation Commission with the pigeon problem, so I wanted to get rid of pigeons. Since then they've been able to work out a system to keep the pigeons down, as they're dirty animals. So my children, unbeknownst to me, were able to fly up some pigeons and so at the time of my birthday the pigeons were let out of the coop. So we had a lot of fun.

I still go there. We now fish there and go to the Riverview Lodge, which is a favorite place. It's been often taken by me entirely for my family for my birthday. My birthday is on May 11 and the fishing is not good then. I've gone with Daniel Stone and others. In fact, last year was the biggest event of my fishing life as we went up fishing on the river in a boat. I had with me Mrs. Sampson, the wife of my doctor who is a famous heart surgeon. My wife did not go with me in the boat that day. At the confluence of a fork of the McKenzie River I was with the guide who was called Mac; his name was MacMillan.

I got my flyrod and felt this tremendous tug on my

Haas: line, and he says, "You have a steelhead." The steelhead fish is not well known in the McKenzie River. In fact, in the McKenzie you have to throw back any fish over fourteen inches as they are breed fish and they help to restock the river, which was very low at one time. He said, "You have a steelhead, and you have a big one."

Well I had this steelhead on a three and three-quarters ounce rod, and on what is most exceptional, a dry fly. This had never happened before, but with the cleverness of our guide MacMillan (and working for forty-five minutes, getting into lighter waters because if the fish had ever gone into the mid-stream the combination of the current and the fish would have broken the line)--after forty-five minutes I landed the fish.

At this time there were people along the bank watching me, and this was a great moment. When I caught this fish after forty-five minutes, my doctor's wife thought I surely would drop of heart failure, and she was concerned that I might be exhausted and she was bothered about me. So at that moment I burst forth with a poem which starts, "How can man die better than facing fearful odds," and so forth.

When I got this poem home my good friend Dan Stone changed it a bit, and added to it with now the famous line, which I broadcast to anybody who wants to hear about this famous fish.

I call this "Pean of Praise." I said, "It has been restructured by Dan Stone to read as follows:

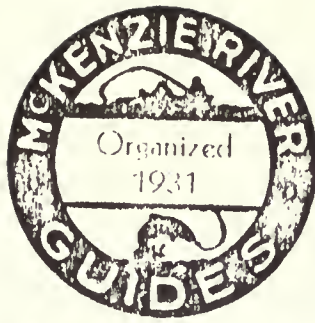
'For how can man die better
Than facing fearful odds
To catch the king of fishes
With the tiniest of rods.'

I also brought the fish home. I did not know the weight of the fish. Its length was 26 1/2 inches, and it was a steelhead, which shows that this was a seven pound fish. This has been written up in the local papers, indicating that I caught this great fish on the McKenzie River in Oregon. It even has the detail of the fish and the pictures have been sent to a couple of Oregon fishing and sporting journals, and I don't know if they've been published.

But in San Francisco, to show you how mutilation takes place, the Ladies Page director of the San Francisco Examiner



M. McMullin and Walter Haas, Sr.



**Organized for Better Sportsmanship
and Conservation**

*Vida, Oregon
Nov 21, 1971*

Mr. Walter Haas
San Francisco, Calif.

Dear Walter:

We enjoyed hearing from you and hope this finds yourself & Mrs. Haas enjoying good health.

The Steelhead you caught was about 11:30 A.M., Sept 26th where the South Fork (a tributary) flows into the McKenzie River.

Fishing with light tackle this bright summer steelhead surfaced for a #12 dryfly used on a 4x leader and some 45 minutes later was landed - 26 $\frac{1}{2}$ inches, approx. 6 $\frac{1}{2}$ lbs.

The outcome of battle seemed never to be in doubt as Mr. Haas even though the steelhead had older ideas and proved to be a great fighter.

To be able to observe the skill & knowledge you used in landing that big steelhead on such light tackle is an experience I will always remember.

Sincerely,
M. M. Mullin

Haas: changed this matter. As a matter of fact, I told you that this was a steelhead, weighing seven pounds, caught in the McKenzie River in Oregon. The ladies' editor of the Examiner changed it to "the biggest salmon ever caught in the McKenzie River in Canada."

This is my biggest fishing exploit. The trouble is now, how can I do any better?

XVI CULTURAL AFFAIRS

Haas: Art and culture. When anybody has talked to me about this I always say my music, my art, my culture is in my wife's name. It's amazing that we've had such a good marriage when we are so opposite in thought.

An Allergy to Music

Haas: To please her I go to the first night of the opera, only. I've never been to a symphony program. I am actually allergic to music. I'm tone deaf. I have thereby missed one of the great things in life. I remember when I was president of the San Francisco Chamber of Commerce the Opera Association came to us for help, and I remember well my statement in which I said, "I will do anything for the opera except go to it."

So this is true, as I say, with music, even light music. One of the difficulties then comes often when we go to the theatre and go to musical comedies. I do go to some of them. I think I've enjoyed "South Pacific" and "My Fair Lady," but I can't carry a tune; I can't sing; and my wife is most interested in art. She is secretary of the symphony, has a box at the opera, and we contribute, are amongst the main individual contributors to the opera and the symphony and to other cultural things in San Francisco. The Levi Strauss Foundation is also a contributor.

Art Collection

Haas: I feel that I enjoy theater, but not the ballet.

Haas: When it comes to the arts, my wife has been a collector of paintings and in fact is well known. She has some of the most famous paintings in the world, which all the museums want to have on exhibition. Formerly we'd send them, but latterly in the great Matisse Exhibition in Paris we lent two pictures, and one of them was damaged, and since then, we're not lending. We have "Lady with a Hat." [Femme au Chapeau] which is supposed to be one of Matisse's great paintings, and this is the cause of a lot of difficulty because every museum in the world wants this. My wife will now only lend to the San Francisco Museum, of which she was president, and to which she is still devoted. In fact this is the organization to which she devotes most of her time now.

Museums, the Art Commission, and the Civic Center

Haas: Strangely enough, with me being so uncultured, while she was president of the San Francisco Museum I was a director of the DeYoung Museum and of the Palace of the Legion of Honor. Rather, I should say I was an ex-officio director because as president of the Recreation and Park Commission, this was the organization chart.

So I would attend a meeting once or twice during the term, just to show up, which is hardly done by my successors; but, of course, by the time I was president of the Park Commission, I was semi-retired and had time for meetings. So we used to joke about the fact that my wife and I covered all the museums in town.

Because I was president of the Recreation and Park Commission, I was on the Art Commission, so this gave me another voice in the cultural affairs of San Francisco. I must say, though, I was somewhat at odds with the Art Commission because the Art Commission passes on all municipal buildings in the City of San Francisco. Whenever we had any building or landscaping at the park, we had to come before the Art Commission. We frequently found ourselves at odds with them, not so much over the buildings but the underground garages. Actually the Art Commission has nothing to do with landscaping, but if there were any structures, then they came in, and we had a terrible time with them about that.

Incidentally, only one more reference to parks, I should say that both Mayors Christopher and Alioto complained about the Civic Center. My wife and I thought we

Haas: ought to do something about it, the landscaping. So at our own expense, we engaged Lawrence Halprin to design a plan for it. I'm putting the cart before the horse.

The Art Commission previously received a recommendation for changing the Civic Center, and they had all these art contests for this. The winner of this contest made a plan which as I remember did away with trees and just had various areas and slopes in the Civic Center.

Frankly, I didn't like this, but I asked Tom Mellon to find out what this design would cost. The City Architect said, "About a million dollars." As there was only \$250,000 in the kitty, I really didn't like the design, but I protested on the basis that they wouldn't have the money and there was no use to add additional money for this. This caused a great uproar. The Park Commission stood on these grounds, and I think the Art Commission stuck to something which in my mind was a very poor affair, although it did win the prize.

My wife and I put up a sum and persuaded Lawrence Halprin to make a design. This design was prepared by Halprin, who was considered one of the great landscape architects in the country, but it was also costing more money than they had--but not a great amount. It had to be abandoned on that account.

Actually if I had been here and not in Europe, I think I could have raised the additional sum if they would go on with it. This really went back to the original design of the Civic Center, which had called for two fountains instead of the present one, and both mayors said they would like it. But when Alioto came, it sort of was dropped.

At that time Dick Nolan, a writer for the San Francisco Examiner took me to task for creating a plan which would cost money for San Francisco and made quite an attack on me in his paper. I was wild about it, but did nothing, but my friends in great numbers protested to the paper about this and the Examiner did something which is most unusual. They published a retraction, not in their news columns, but on their editorial page. This was done by my friends who thought that anybody who was offering something to the city should at least not be attacked for what was considered a generous impulse.

Nathan: I see the Levi Strauss Foundation contributes to the San Francisco opera, and the symphony.

Haas: Didn't I talk about the conductors?

Nathan: Very briefly, a little bit.

Haas: We're back at the arts, and I am not cultured in music or painting, as my wife is. We are contributors to the symphony of which she is an officer, as I mentioned; we are large contributors to their fund, as a matter of fact. And we just recently, with Mrs. Russell, are giving a chair to the symphony in honor of Phil Boone, who is retiring. The Levi Strauss Foundation also makes its usual contribution to symphony and opera, in accordance with the size of the community in which plants are located.

Stern Grove Festivals

Haas: Levi Strauss has taken a very deep interest in the Stern Grove musical situation. Well, Stern Grove, which is in San Francisco, was given to the City of San Francisco by Mrs. Sigmund Stern in memory of her husband, with the designation that it only be used for high-class events, nothing political. Otherwise, it reverts to the donor.

She started having Sunday concerts, which my wife has kept up, asking for public contributions, although the main funds have been given by our family. It also gets money from the city Hotel Tax funds. My wife has now turned over the active operations to my daughter Rhoda Goldman.

But also in this last year or two Levi Strauss & Co. has taken it on as one of their major projects. And so three or four of the Levi Strauss people have gone on the Stern Festival Board and are giving it great support. Outside of some financial help, they are doing the bookkeeping; and all of the paper work that used to be done by the association is being taken care of by Levi Strauss. As we wish our top people to take part in civic enterprises, several of them are very much interested in music and take part in the committee that decides on the future concerts.

It's desirable that somebody in connection with the organization be there for lunch on days of the concerts and this is now divided up, although Mrs. Haas and I, somewhat reluctantly, always go to the opening concert, which is given in memory of Mrs. Sigmund Stern.

When it comes to the opera, I go to the first night.

Haas: I think I mentioned that. To please my wife. And I must confess that a good deal of my time is spent in the bar, not that I'm drinking. And when I say "in the bar," I do not mean between the acts, I mean during some of the acts because I am not musical.

On the other hand, I've been very friendly with the conductors, even going back to the days of (Dr. Alfred) Herz, with whom I used to play bridge. He got very excited, but he was a fair bridge player. (Pierre) Monteux was a friend of mine, also used to call me "brother" because we were both members of The Family, which is a club in San Francisco. And Krips and I are on a first-name basis--Walter and Josef. (Seiji) Ozawa, on the other hand, I do not know.

XVII RELIGIOUS AFFILIATIONS

Haas: Religious affiliations have been with Temple Emanu-El. I went to religious school there when it was on Sutter Street, but this was a more on-and-off situation. As my parents didn't insist on it, I probably only went every other time, and the instruction was so poor that it did not interest me.

This I think has been changed because some of my grandchildren particularly are going there, and have taken interest. The girls have graduated with the class, and some of my grandsons were bar mitzvahed.

My only interest has been to have some seats, which I confess are only used on a High Holy Days. Beyond that, at this time, my wife and Mrs. Madeleine Russell, somewhat prodded by Richard Goldman have given two windows, which have been designed by Mark Adams.

My wife and I are giving our funds for the west side-- in memory of our parents. And Madeleine Russell is giving the other window she hopes as anonymously as possible. This design of Adams has been approved. We hope to go and look at the work which is being done in Benicia, and that about ends my religious affiliations. Although, I think we have gone into the fact that this has been more evidenced by philanthropy than by religion.

Nathan: Have you felt close to any of the religious leaders, to any of the rabbis?

Haas: Yes. To Martin Meyer; rather close to Rabbi Fine, and to the new rabbi (whom we think very highly of), Rabbi Ascher and his wife. We have exchanged some courtesies with him, and hope we will have better and more active relations.

Haas: We also know Rabbi Lurie, who is the assistant, as he has developed trips to Israel for the younger people of the temple. My granddaughter Susan Goldman was very much struck by this and has been tremendously interested in Temple life since then. And, in fact, I think she is now a representative of the young people on the board (of Temple Emanu-El), although she is only seventeen years old.

XVIII UNIVERSITY OF CALIFORNIA: LATER ACTIVITIES

Nathan: We spoke about your U.C. undergraduate years a little, but not so much later, beginning with the honorary Doctor of Laws degree in 1958. We might mention some of the presidents you have known, some of the leaders that you see, then some of the benefactions that you have given to the University, and some of the University's problems too, as you see them.

Business School

Haas: I always thought it was a great University, and as it became possible for me to make some donations, I was particularly interested in the business school and gave them some money. I was surprised one day that we went over there and found that they had a room named after me, which I didn't know anything about.

I was really close to Clark Kerr, who I thought was one of the great presidents, and particularly because during his time they opened up various new campuses and he obtained fine chancellors. In fact, many of them have been taken out as presidents, for other universities.

Loyalty Oath

Haas: I was involved in the original Loyalty Oath. At that time Robert Gordon Sproul was president, and I was on very close terms with Robert Gordon Sproul. At that time I signed up with various alumni against the oath, of whom I don't remember too many. Mrs. [Emma Moffatt] McLaughlin was one

Haas: of the stalwarts, and the others are on record. At that time Earl Warren was governor. Although he did not attend many meetings of the Regents, as is being done later by our Governor Ronald Reagan, Warren was a tower of strength in connection with the Loyalty Oath.

Nathan: On what basis did you oppose the oath?

Haas: I thought the oath was being taken care of by the Constitutional oath that everybody took, and this was an unnecessary request of the faculty. After all, dyed-in-the-wool Communists would have no objection to swearing to anything, while the professors resented this added burden on them when it wasn't on the regular community.

So I really took part in this. I remember this particularly. Well, anyway, the oath was crushed. When Kerr was named president, he had taken a position against the oath, and the Regents knew this.

Dormitory Committee

Haas: I'm going over in my mind the faculty people I knew. Sproul was very close to me and actually appointed me as chairman of the dormitory committee many, many years ago. And on that committee we had--this becomes difficult for me to remember--Herman Phleger, Chaffee Hall, Farnham Griffiths, James Black.

At that time the Regents did not think that housing was of importance. The United States government was furnishing funds, I think almost 90 percent for dormitory housing, and I was able to secure the other ten percent between the Alumni Association and the others.

I had to go before the Regents to have them approve this, and I remember this meeting very well, with John Francis Neylan indicating that he did not think that this was something for the Regents to do. They were responsible for education and not for housing, and he said, "Of course, Walter Haas will get what he wants here, but I think we are being prostituted asking the government for money." So anyway, this was passed.

That was just about the end of WPA, and as a matter of fact, other universities were getting dormitories, but we were too late, and they had a very minimal sum. Finally we found that this money that we thought we might

Haas: get was being turned into building up the Washington Airport, viz. the Dulles Airport. So that was the end of that attempt at the dormitory committee, at least to get some housing done. Actually the only effect the dormitory committee ever had (and previous dormitory committees in the University) was to make a lot of good friends for me, some of whom we have kept up to this day. And amongst those friends strangely enough, Herman Phleger, Robert Sproul--several were made Alumnus of the Year, for which I was nominated in 1971.

Since that time the University has strongly gone into housing. In fact, now I understand dormitory life has palled on the students and a lot of them do not care for the rigidity of dormitory life, and have gone into apartments of their own. But this really formed a great association for me.

I was very close to Kerr; I knew [Monroe] Deutsch very well but this was a very long time ago. In fact, between Deutsch and Henry Grady I was persuaded to help the World Affairs Council. Roger Heyns has been one of the stars in my life, I think one of the really great men I have known.

I should say first how stricken I was when Kerr was fired. We thought it was coming and did everything possible to avoid it with the Regents, but the Regents that I knew were all for him; the others were lined up against him. Roger Heyns did stay through the years. I think that the governor would have liked to have disposed of him but couldn't.

Kerr-Heyns Addition to the Faculty Club

Haas: I will say that, if I haven't already done so, Levi Strauss individuals under the Battery Street Associates (and recently changing that to Levi Strauss Associates) have given some funds to the Centennial Fund Committee, indicating that this was supposed to be disposed of as Drs. Kerr and Heyns would determine. They have determined with our approval that this money will be expended for an addition to the Faculty Club, which the women faculty members will join, and will be known as the Kerr-Heyns addition to the Faculty Club, as given by the Levi Strauss Associates. We think something should be done to honor these

The Faculty Club



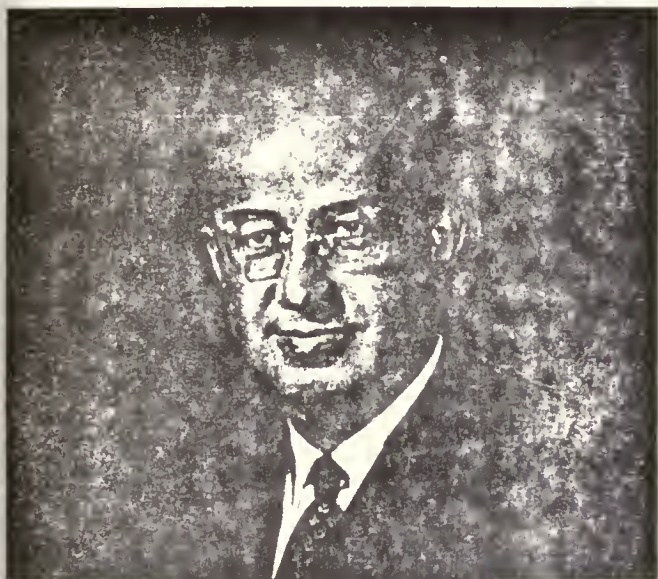
A MONTHLY NEWSLETTER OF
THE FACULTY CLUB OF THE UNIVERSITY OF CALIFORNIA, BERKELEY

115a

No. 5,

October-November 1975

Club's Remodelling Ceremonies Set for Monday, Nov. 24; Honorees Clark Kerr and Roger Heyns Both to Participate



Clark Kerr, who served as Chancellor of the Berkeley campus from 1952 to 1958 and as President of the University from 1958 to 1967. He presently serves as Chairman of the Carnegie Commission on Higher Education.



Roger W. Heyns, who served as Chancellor of the Berkeley campus from August 1965 to July 1971. He presently serves as President of the American Council on Education.

All Faculty Invited to Share Refreshments, Tours, Music

Both the honorees--former President Clark Kerr and former Chancellor Roger W. Heyns--have accepted invitations to participate in ceremonies Monday, November 24, marking the completion of renovation of the Faculty Club and the Women's Faculty Club.

The celebration will be held at the two clubs beginning at 4:30 p.m.

Activities will begin in the garden of the Women's Club with a brief ceremony honoring Levi Strauss Associates, whose gift made possible the remodelling and refurbishing of the two clubs. The Straw Hat Band will provide music.

PHOTO EXHIBIT

Visitors can stop in the Women's Club living room area for refreshments, and then begin a self-guided walking tour of newly remodelled facilities in both clubs.

The Faculty Club's upstairs library lounge area, the last stop on the tours, will feature a special exhibit of photographs of buildings designed by Berkeley architect Bernard Maybeck, designer of the Faculty Club building. The exhibit, to be open to the public through December, will also include University Archives' photographs of changes in the two clubs over the past 75 years.

Refreshments will be available on the porch and lawn area off the Faculty Club's north dining room, with music provided by chamber ensembles under the direction of James E. Berdahl, campus director of musical activities. A no-host dinner will follow at 7 p.m. in Great Hall. Reservations may be made by telephoning the Faculty Club, 642-1993.

Assisting Faculty Club President Alexis Bell and Women's Faculty Club President Margaret Uridge with planning for the celebration has been a committee including Margaret Dhaemers and Margaret Mould of the Women's Club and John Bryan Starr and Colette Seiple of the Faculty Club.

All faculty are invited, as well as staff eligible for membership in the two clubs.

Latest Changes: New Guest Suite, Quieter Dining Rooms

The Faculty Club's physical arrangements have undergone quite a facelift since earlier modernizing this spring, according to Manager Chuck Walters:

--The formal service dining area has been moved from the South to North dining room, so members can be served more rapidly with a greater variety of hot foods. The area is furnished with new oak tables and "bowling caboosh" chairs copied from an 1882 design. A noise-absorbing ceiling has been installed, with recessed lighting, and plush multicolored tweed carpeting will soon arrive.

--The gourmet sandwich line is now relocated in the South dining room, so that hallway crowding has decreased substantially. A wider selection of made-to-order sandwiches can now be served.

--The front foyer and lobby are carpeted, to create a warmer welcome at the Club's main entrance.

--A two-room guest apartment, the Buck Suite, is ready for occupants. The suite has its own kitchenette, two fireplaces, and separated shower and tub. Oak and leather furniture add comfort, and there is a superb campus view.

Earlier modifications had included enlargement of the kitchen, with replacement of old equipment, expansion of the central buffet serving area, and the addition of an upper deck level for outdoor dining. A new brick patio was laid next to the building's south side, and special wheelchair entrances were installed.

What had formerly been the manager's office was converted to a ladies' powder room; the manager now has smaller quarters behind the main desk. Finally, the lobby area was restored to its original size and given comfortable new furniture to create more of a "living room" effect. The former card room was converted to an English-style pub.

Manager Walters is convinced that the renovations please members. The gross value of services used by customers has increased since 1971 from \$220,000 to \$500,000 per year. In the same period, he says, the average number of meals served per day has risen from 225 to 600. And 35 weddings per year are celebrated in the Club, contrasted with one in the entire period before 1971.

In the Women's Faculty Club, bright Chinese red carpeting now covers almost the entire floor space. Manager Maxine Rockwell says it blends with the Club's Oriental antiques and beamed ceilings. The 25 residence rooms have been newly carpeted too, and private baths have been installed in all of them for the first time. Remodelling also included provision of a new telephone system.

Annual Christmas Feast Dec. 4

The Faculty Club's 73rd annual Christmas feast and skits will be held the evening of Thursday, December 4.

The event will feature the traditional Monks (again led by Milt Williams), the Boar's head, and a feast with all the trimmings.

Mark your calendar now.

Haas Family Has Extensive Ties to Berkeley Campus

The extensive remodelling of the two Clubs was made possible by a gift from the Levi Strauss Associates.

Present as guests at the ceremony November 24 will be Mr. and Mrs. Walter A. Haas and Walter A. Haas, Jr., as representatives of Levi Strauss Associates.

The Haas family has demonstrated an exceptional interest in University affairs for a number of years.

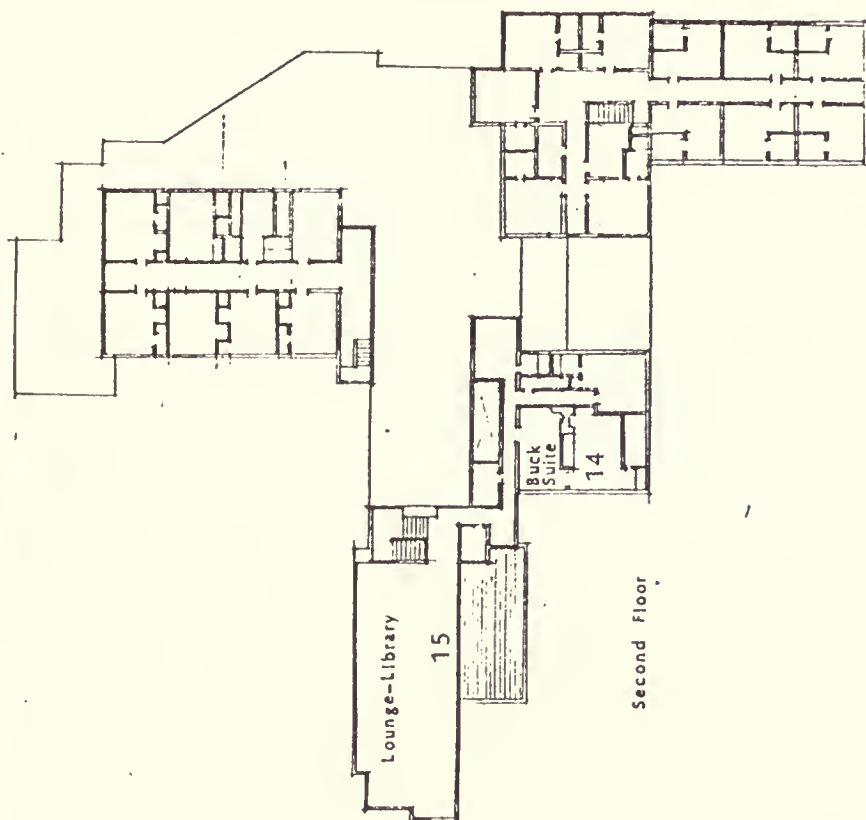
HONORARY DEGREE

Mr. Haas, Sr., a graduate of the Class of 1910, has long been active in Berkeley alumni affairs, and served on the Advisory Committee of the School of Business Administration. For his outstanding service to the University he was awarded an honorary LL.D. degree in 1958.

Professionally, Mr. Haas is a Director and former Chairman of the Board of Levi Strauss and Company, and with Mrs. Haas has been prominent in civic affairs of San Francisco. Walter A. Haas, Jr., serves as Chairman and Chief Executive of Levi Strauss and Company.

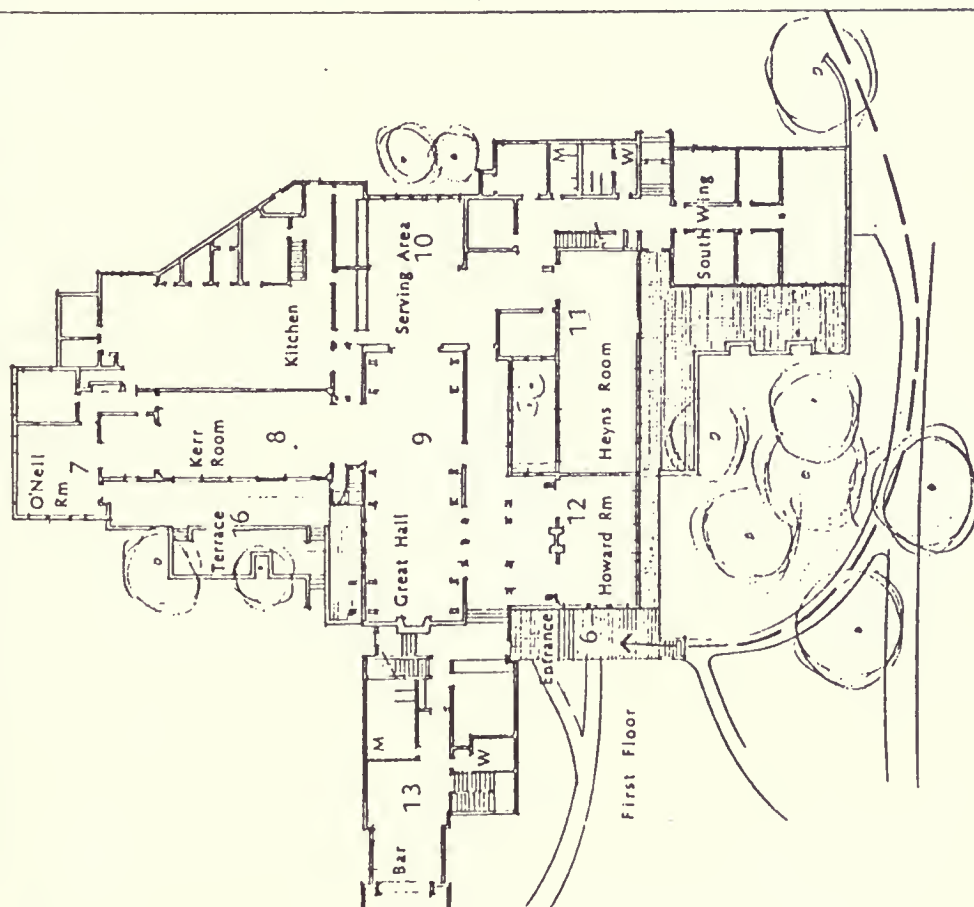
In addition to scholarship and residence hall construction gifts, Mr. and Mrs. Haas and the late Mrs. Lucie Stern, aunt of Mrs. Haas, were joint donors of funds for development of Strawberry Canyon as a recreational area, whose principal features are the Elise and Walter Haas Clubhouse and the Lucie Stern Pool.

The Faculty Club,
U.C., Berkeley,
Calif. 94720



Nov 75

The Faculty Club
University of California
Berkeley, California



Nov 75

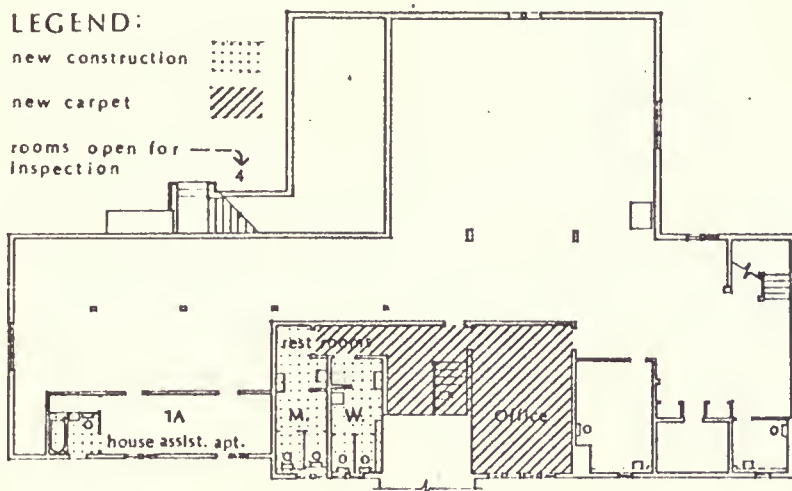
The Faculty Club
University of California
Berkeley, California

LEGEND:

new construction

new carpet

rooms open for inspection

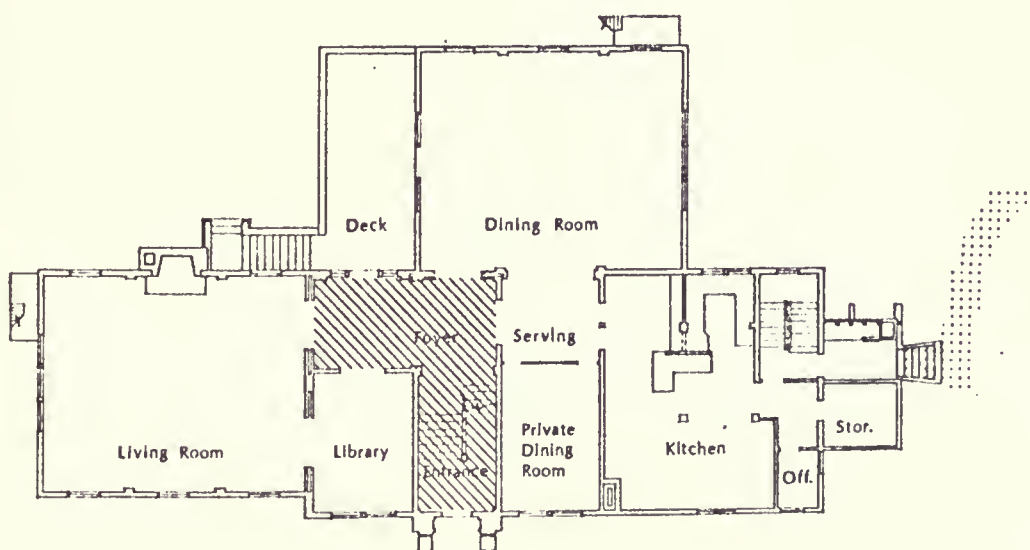


Ground Floor



Nov 75

Women's Faculty Club
University of California
Berkeley, California

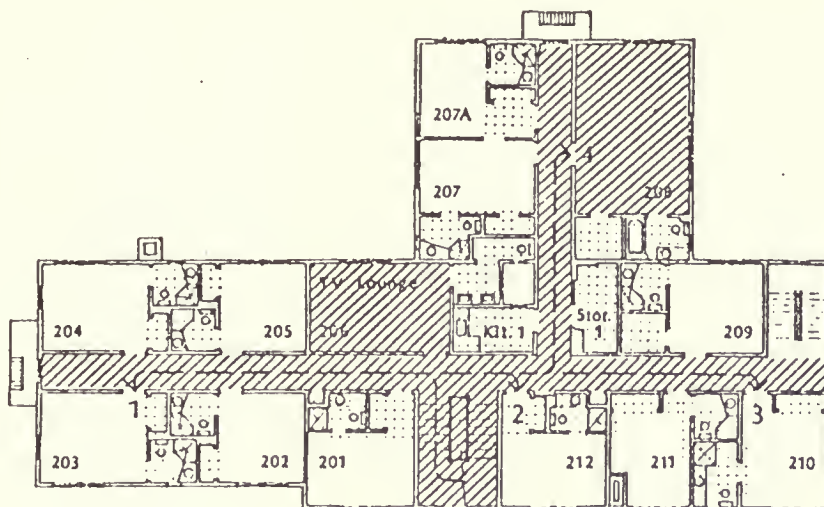


First Floor



Nov 75

Women's Faculty Club
University of California
Berkeley, California

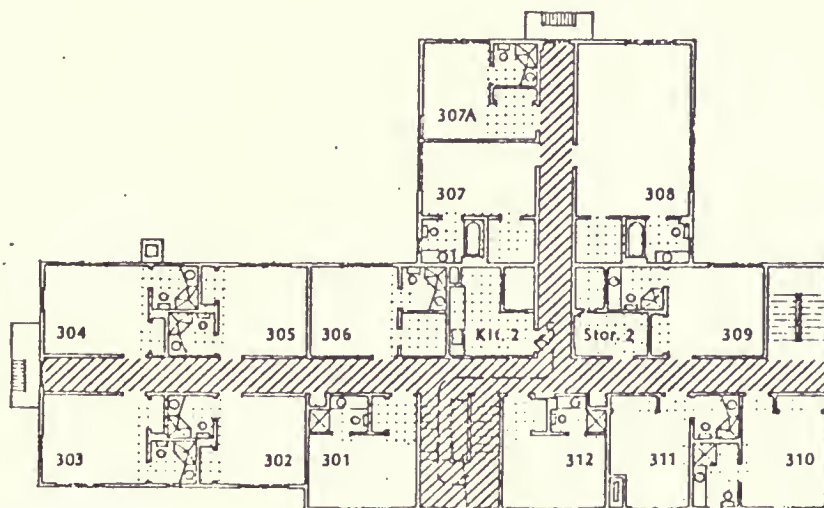


Second Floor



Nov 75

Women's Faculty Club

University of California
Berkeley, California

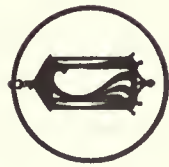
Third Floor



Nov 75

Women's Faculty Club

University of California
Berkeley, California



CELEBRATION
OF THE
COMPLETION OF THE RENOVATION
OF THE FACILITIES OF
THE FACULTY CLUB
AND
THE WOMEN'S FACULTY CLUB
MADE POSSIBLE BY A GIFT FROM THE
LEVI STRAUSS ASSOCIATES

UNIVERSITY OF CALIFORNIA, BERKELEY
MONDAY 24 NOVEMBER 1975

Participants in the ceremony

MARGARET D. URIDGE, *President*, The Women's Faculty Club
ALEXIS T. BELL, *President*, The Faculty Club
ALBERT H. BOWKER, *Chancellor*, University of California, Berkeley
WALTER AND ELISE HAAS, representing the Levi Strauss Associates
CLARK KERR, *Former President*, University of California,
ROGER W. HEYNS, *Former Chancellor*, University of California,
Berkeley

Music provided by

The Straw Hat Band, under the direction of ROBERT O. BRIGGS
The Jazz Ensemble, under the direction of DAVID TUCKER
Chamber ensembles, under the direction of JAMES E. BERDAHL

Maybeck Architecture Exhibit courtesy of

The California Redwood Association
Mrs. Wallen W. Maybeck

Walking tour docent

Edward Bosley

The Walking Tour

The Women's Faculty Club building was constructed in 1923. Architect for the building was John Galen Howard. To begin the walking tour proceed to the second floor of this building.

1-4 The remodeling financed by the LEVI STRAUSS ASSOCIATES' gift provides a bathroom and closet for every bedroom in the Club. The existing twelve bathrooms were converted to 25 bathrooms. The bathrooms have ceramic tile floors and wainscots, laminated plastic cabinets, tempered glass shower stalls, new toilet, lavatory and light fixtures as a minimum. Three bedrooms have bathrooms with combination tubs and showers. Existing loose carpet was installed wall to wall in bedrooms.

Proceed to the third floor

5 Each of the residence floors was remodeled to have a large linen supply closet and a kitchenette. The stairs and hallways were carpeted with new carpeting.

In addition to those areas included on this tour, other areas of the Women's Club have undergone renovation. On the main floor a new ramp and level access was provided to the service entrance to provide for deliveries and wheelchairs. Ceilings were repaired in the living room and carpet was added to the entrance, lobby and stairs. In the basement, new men's and women's toilet rooms were added for public use. The bathroom in the student's apartment was remodeled, electric outlets and lighting added, and a new hot water storage tank was added for hot water for the entire building. Deteriorated steam, water and waste piping throughout the building was replaced as it was uncovered. Touch-up repairs and painting were done as needed.

Proceed from the Women's Club building to

The Faculty Club using the path indicated on the map

6 The brick terrace which you are traversing to enter the club replaced an existing wooden deck. New entrance doors were added and doors from the Howard Room were eliminated. Wheelchair access path and modifications were added.

Proceed through the lobby and the Great Hall to the north wing of the building

7 The O'Neil Room is located in a wing of the building added in 1925 and designed by WARREN PERRY. The mural on the south wall of the room was painted by RAY BOYNTON in 1930. Renovations in this room included the painting of the walls, repair of floors and wall plaster, and the addition of chair rails.

Return into the newly designated Kerr Room, formerly the North Dining Room

8 WARREN PERRY was also the architect for the area of the building in which you are now standing. It was constructed in 1914, together with an addition to the Great Hall which incorporated into the building the first structure to be built on the site—a dining cottage built in 1873. This cottage, which continued to serve as a part of the club facilities after the building of the west portion of the Great Hall in 1902, was raised to the second story level and a new ground floor built beneath it connecting it to the existing structure. Renovations to the former North Dining Room involve its conversion from cafeteria style space to served meal dining. The old ceiling was remodeled by adding new lighting fixtures and acoustic tile. A new serving station has been added in the southeast corner and new doors were added to close off the room from the Great Hall. The wood paneling was repaired, the room refurnished and re-carpeted.

The kitchen area, which lies to the east of this room, was renovated with the rebuilding of refrigerator and freezer space and the provision of new stainless steel shelving to provide for sanitary food storage. In addition a new dishwasher space was constructed with a new mechanized dishwasher system.

Proceed into the Great Hall

9 The Great Hall, the western (fireplace) end of which is the original structure designed by BERNARD MAYBECK in 1902, is a prime example of that architect's work. Particularly to be noted are the carved wooden dragons' heads in the ceiling area. A student guide is stationed here to respond to your questions regarding Maybeck's design.

Proceed into the serving area through the east end of the Great Hall

10 The opening through which you have just passed was the original east wall of the Great Hall. Two additions have been made, the first encompassing the area beneath the skylight, the second incorporating 800 square feet of space which has been added in conjunction with the renovations just completed. Space has been provided for a greater variety of food and beverage service. New mobile carts have been purchased for the serving of hot entrees, salads, hot and cold beverages, wine, beer, desserts and ice cream, and a new cashier's station has been added.

Haas: two great men and maybe something further will be done by the Regents.

And, incidentally, I was persuaded by Thomas Storke of Santa Barbara to buy a bust of Clark Kerr made by a sculptor in Santa Barbara, and this has been contributed to the University of California and has been located there without any furor at least. There is also a copy in the Student Union at Berkeley.

Berkeley Fellow and Alumnus of the Year

Haas: Then Roger Heyns determined to have one hundred Berkeley Fellows for the Centennial Year, and I am one of those. I don't know really what Berkeley Fellows are supposed to do, but I think once or twice a year they are asked to the campus, and so it was a very pleasant occasion.

Amongst the other presidents I've known--I'm very fond of and admire Charles Hitch, who though small in stature is big in mind and strength and is standing up for the University until now, I believe, he has the majority on the Regents who will support him, although this does not give him the financial means that they need from this administration.

I've met Albert Bowker; I really do not know him well yet, but I imagine because of my interest in the University, we will get to know each other better, particularly as he will have charge of and has corresponded with me on the addition to the faculty club. So I imagine I will get to know him better, although I do not think I will ever get as close to him as I did to Roger Heyns, who became a great personal friend of our entire family, and particularly of my son Walter, Jr.

Amongst my notes I find that I became Alumnus of the Year, 1971. I will say that when I was called up on the telephone by the president of the Alumni Association, it was completely a surprise to me. Fortunately I was sitting down. As it was, I think I would have fallen off my chair. As he spoke to me I said, "I don't know. I think they've struck the bottom of the barrel because as a matter of fact I've put in two other names." They asked me each year and I've put in two names, who I thought were better entitled to this than I. I supposed it's

THE BERKELEY FELLOWS

As a part of the celebration of the Centennial Year of the University of California, Berkeley, Chancellor Roger Heyns, with the advice and recommendation of the Committee on Centennial Honors, has established a permanent honorary body to be known as the Berkeley Fellows—symbolically numbering one hundred, with the Chancellor himself a supernumerary chairman.

The Fellows have been individually appointed by the Chancellor, with aid and counsel from informed sources, including members of the faculty and holders of honorary degrees. No active member of the Berkeley faculty or administration and no present regent has been considered eligible.

In this action the Chancellor has been motivated by the desire to express thanks to some of the eminent men and women, both alumni and others, who in the past and in the present have associated themselves closely with the Berkeley campus.

Membership involves no specific duties. An annual meeting, however, will be held, at which the Chancellor may speak intimately on University affairs and seek advice.

Permanency is planned as essential to the Fellows. By new appointments as vacancies occur, the number will be maintained through the years, into the future.

GEORGE R. STEWART
Chairman,
Committee on Centennial Honors,
Berkeley

Haas: based more on what you do for the University than what you have done in outside life.

Nathan: I think it's both.

Haas: Although I don't know as I made good on both. Of course, my interest in the University has been in contributions to the Strawberry Canyon. That was the main contribution, the Strawberry Canyon development, although I've given considerably to the business school (and to the dean there-of, I think some funds to him) as well as to Roger Heyns, which they could use at their own discretion, which they sometimes find very useful.

I have been devoted to the University, have tried to help to influence the governor. I hope that I did not become the Alumnus of the Year just based on financial contributions which I was able to give and not only by myself, but through my position as the head of the Lucie Stern Trust. I have been able to turn monies over to them because Lucie Stern's husband went there. I thought they were rightfully entitled to some of that trust, although the principal amounts should go elsewhere, to Palo Alto and Stanford.

But some have gone there, and I've been able to divert some money in that, but also have been able to give some of my own funds. On the other hand, I really think I've tried my utmost to steer the political course towards California, with talking to the Regents.

Wallace Sterling Dinner

Haas: A group of Californians gave a dinner for Wallace Sterling because Wallace Sterling had given a dinner for Kerr and Heyns at earlier dates. I thought he was entitled to a tribute from Californians, so I led a group. About fifteen of us divided the expense and it was, of all things, given at the Pacific Union Club, which was somewhat commented on by some others for other reasons. But it was given, and about fifteen of us paid for the dinner, and there were just invitees.

It was supposed to represent friends of Wally Sterling, who were at the University of California, but it was more than that. It was a particularly lovely affair, and the only one to speak really was Roger Heyns. I made a few

Haas: remarks as chairman. Herman Phleger made a presentation. and Roger Heyns and Robert Sproul were introduced.

Clark Kerr was also introduced. I wanted particularly to have Kerr do more, but this was considered very controversial, and poor Dr. Sproul was by that time pretty well gone mentally and had to be shown through the paces and taken care of by one of his sons. It was rather a sad development for a man who had been able to go through a room with three hundred people and then remember and call everyone by name.

Haas International Award

Haas: You talk about the International Award. This was established and paid for entirely by my children. We loved this honor, but have nothing to do with the financial gifts. The selection of the honor is left to a group. I think one member of my family is on this group and they assiduously ask for votes from the members of the family so as to get their opinion. I must say that in the last years, our votes have pretty well agreed with the vote of the general group and committee.

Nathan: Now would you say just a little about what it is intended to do? What this gift rewards, the kind of people who win?

Haas: Well, it's supposed to be people who have attended the University of California, either as undergraduates or in the graduate schools, and then have become prominent in their own country. I think the awards have gone to an ex-president of Peru, I think now he sort of heads the Inter-America group at the United Nations or in Washington.

Last year it was given to the representative of Sierra Leone. John Akar is a charming gentleman, who is not only a poet but wrote the national anthem of Sierra Leone. Recent events and a change in the political complexion of that country have led him to seek refuge in the United States. He is now on the faculty of the University of California, dividing his time between Santa Cruz and the University of California at Berkeley.

As a matter of fact, my recommendation this year might be, if they ask me, for Mr. Bhutto, who is now the president of Pakistan, but I imagine he will be too busy to come

102ND
CHARTER
ANNIVERSARY
OF THE
UNIVERSITY OF
CALIFORNIA
1868—1970
CELEBRATED
BY THE
NINE CAMPUSES
OF THE
UNIVERSITY
APRIL 2, 1970
AT 2:30 PM
HEARST GREEK
THEATRE
BERKELEY

PROGRAM

Presiding: DR. ROGER W. HEYNS, CHANCELLOR
AT BERKELEY

ENTRY OF CLASSES

Hail to California Fanfare *Charles C. Cushing, '28*
Lights Out
(Our Sturdy Golden Bear) *E. E. McCoy*
Big C *N. L. McLaren, '14*
H. P. Williams, '14

ACADEMIC PROCESSION

Jubilant Fanfare No. 1 *Sir Arthur Bliss (b. 1891)*
Slow March from Scipio *George Frederick Handel*
(1685-1759)
Solemn Fanfare No. 1 *Sir Arthur Bliss (b. 1891)*
Proud Heritage *William Latham (b. 1917)*
The University of California Marching Band
James Berdahl, Director

NATIONAL ANTHEM

INVOCATION

Dr. John Dillenger, President
The Graduate Theological Union, Berkeley

ANNUAL REPORT

Dr. Roger W. Heyns, Chancellor

GREETINGS FROM THE VISITING CAMPUSES

Dr. Dean E. McHenry, Chancellor at Santa Cruz

ANNUAL MESSAGE

Dr. Charles J. Hiteh, President of the University

CONFERRING OF THE HONORARY DEGREE

by the President of the University upon:

ROBERT B. BRODE

To be presented by William B. Fretter,
Professor of Physics

JACQUES-YVES COUSTEAU

To be presented by William A. Nierenberg, Director,
Scripps Institution of Oceanography

ELISE AND WALTER A. HAAS INTERNATIONAL AWARD

To Sun Fo, President of Examination Yuan

ANNUAL CHARTER DAY ADDRESS

The Honorable JOHN V. LINDSAY
MAYOR OF NEW YORK CITY

UNIVERSITY HYMN

"St. Anne" *William Croft (1678-1727)*

BENEDICTION

Dr. Dillenger

EXIT MUSIC

Golden Gate March *Edwin Franko Goldman*
(1878-1956)

The Stars and Stripes Forever *John Philip Sousa*
(1854-1932)

CHIMES

John Noyes, Chimesmaster
Doras M. Briggs, Associate

Stage Ushering: Members of the Californians
and Rally Committee

THE UNIVERSITY HYMN

O God, our help in ages past,
Our hope for years to come,
Our shelter from the stormy blast,
And our eternal home!

Before the hills in order stood,
Or earth received her frame,
From everlasting Thou art God
To endless years the same.

Haas: out here. But this will indicate the kind of people who were at the University of California and took courses there. I would say that when we are called upon to make recommendations, at least our family, we try as far as possible to take people who went through the undergraduate school or spent the most years there. Some have just come, of course, for their higher degrees.

This is thought of mostly in terms of those going through undergraduate as well as sometimes graduate schools.

Nathan: Could I ask you one more question about the Loyalty Oath? I came across a letter in The Bancroft Library that you had apparently written to Arthur and Iphigène Sulzberger of the New York Times. And to Phil Graham, publisher of the Washington Post, indicating the basic issue and suggesting that their interest would be important.

Haas: Frankly, I have no direct memory of this and what they did, although I think they supported my views. They may have done that. I know they were in harmony with these views, whether they had articles or not, some researcher will have to discover, but I tried in every way possible to assist in eliminating the Loyalty Oath. And that has been disposed of. What else has happened to the University in the way of finance has, of course, been a horror to me.

Problems of University Finance and Status

Haas: I have been able to talk to a couple of our representatives. Unfortunately I am not very close to anyone in the Legislature anymore. Our representative from my district, the only one I do know well, is Senator Milton Marks. And, in fact, recently we were engaged in trying to get the override to the governor's veto, which I think was tried, but lapsed at the end of the session.

I've been terribly distraught at the punishment meted out to the University and the state colleges by the governor, who I personally think is anti-intellectual. He thinks this is still good politics. He is strong enough that nobody can oppose him or override him, and even the opposing party does not like to have the badge of increasing taxes upon them, so they are not as strong on this as they might be.

I see that the governor now has allowed a 7.5 percent

Haas: raise, covering three years, which is quite contrary to raises in other state departments. It's been a wonder to me that the University is able to keep its faculty. I've discussed this with some of the heads of the various departments and they indicate there's rather a reluctance of faculty to change or leave.

And actually in spite of all this, I think the losses of tenured and even lower members have not been very great. After all, most of the other Universities in the country have the same difficulty. I do not really know what effect it has on recruiting. This will have to be answered by others, but I do know that if this continues the University of California and particularly the Berkeley campus, in which I have been the most interested, will no longer remain number one or the equivalent of Harvard; that this attrition will take its effect over a period.

So far, it has not. As a matter of fact, I have just learnt that the two prize winners--I don't know if they're Nobel winners, but I understand that Glenn Seaborg and Ken Pitzer are teaching freshmen or sophomore classes. Ken Pitzer was not a Nobel Prize winner, was he?

Nathan: No, he won other prizes.

Haas: He is a distinguished man. When they go back to California, a Nobel laureate like Seaborg, and Pitzer who has been president of two universities, are teaching, it does give some idea of the quality of the Berkeley staff.

Well, if you have some other notes here?

Nathan: Well, let's see. I did have a note concerning medical research.

Medical Research

Haas: There have been quite a few gifts to medical research, and recently to the University in San Francisco because Dr. Philip Lee has asked me. I think I have only asked when I get requests from universities from some of the people lower down in the department, that they have the support of the chairman of their department. When it comes to medical requests, I have used my own doctor, Dr. John Sampson, who is also a teacher at the University, to go

Haas: over them to see whether they should be honored.

Within our means, we at least try to figure out priorities and know that I'm not giving to something that has little virtue, although, when you get into research you do not know what is coming out of it. Oh yes, I've made some gifts, smaller gifts to the Warren Legal Center, and the Student Union (at the University of California, Berkeley).

And then there was one important gift to music, which is really done at my wife's request. This is years ago when this famous musician, Ernest Bloch, was alive.

Ernest Bloch Papers

Haas: This was during Ernest Bloch's early days. My wife suggested to me that he would become a teacher at the University of California and they needed money to support this chair. He had very important documents and so forth, and we theoretically bought his documents.

Actually Mr. Walter Heller and I, who were the executors of the estate of Rosa and Jacob Stern, gave our executors' fees to the University, and to this was added some other money. With this money the University bought the Bloch papers, which are now there, probably in the Music Library. They also engaged him during his lifetime to give some lectures, and he did, not as a regular rule, but on occasion came and did this.

This was done completely at my wife's suggestion. Most of the other monies were supplied by other members of the family, but the major amount was the amount of our executors' fees. As I said, since I have no musical interest myself, this was done at my wife's desire.

Now, as to the University. I know it cannot be starved forever. It would be anemic, but somehow it has survived past crises. I have read a good deal about these problems; financial, the Loyalty Oath, and somehow I believe that the University will go on. After all, for Ronnie Reagan, this is his last term. The previous governors, particularly Warren, who was a graduate of the University, understood the University and gave it sufficient sustenance to go on.

Haas: I am hopeful that the University will survive the Reagan years and will not be so drastically affected that they cannot revive. I'm talking for all campuses, but my chief interest has been the University of California campus at Berkeley, although I've indicated I've given funds to San Francisco; I've given some slight funds to Santa Cruz and to Santa Barbara in honor of Tom Storke.

XIX MILLS COLLEGE

Haas: You refer me to Mills College, and I remember very well that Jean Witter, who was on the board, came to me and asked me to join the Mills College board. I really had no interest in Mills College, but in my cautious manner, I asked him if they were having financial problems, and he said, "No." Somehow I went on the board.

Dr. Lynn White was president, and I really developed great interest. It was an intimate, lovely association. I was on the board as trustee in two ten-year terms, 1948 to '58 and 1959 to '69. One time I was first vice-president, and I guess I was particularly interested in the presidents. After Dr. White came Easton Rothwell, who has become a lifelong personal friend and we have gone on many trips together. And after him, came Dr. Robert Wert, with whom we are also happy. I just thought it was doing a real job for the girls. It was so intimate.

The commencements were so different than other places that I began to find, in spite of the fact that I could never persuade any of the members of our family to go to Mills, that I had a keen interest in it, and that I enjoyed the association at Mills, with the trustees particularly, enormously. It was one of the very happy affairs of my life.

And, of course, as a Mills trustee I was happy to make some large personal contributions. I was also able to give some money from the Lucie Stern Fund, although she knew nothing about Mills. I felt my operation in this fund had increased its value so much that I might make the recommendation since she had left to me the complete distribution of this fund.

Nathan: Oh, I see. You were the sole executor?

The LL. D. Degree

Haas: I had never had any recommendations or question. I mean, she, of course, expected me to follow her own desires, but she knew that it was a changing world, and although I knew she wanted to give to Stanford and Palo Alto mostly and they received the most, if Stanford had not become the kind of institution it has now become, I was at perfect liberty to divert this money in other ways.

So, basically the far greatest amount has gone to Stanford, some to California, and some to Mills, as well as my own money. Then Mills surprised me by giving me an LL. D., which, of course, was very, very delightful. And this I don't know why; this was upon my retirement.

The chief gift from the Lucie Stern fund was the Lucie Stern building, which is a class building and has received varying architectural awards. Where ever possible when I made donations we've tried to have the money work meaningfully. If you can get matching funds, in this case government funds, it goes double. This was true about the dormitories at Stanford too, which were given through the Lucie Stern fund. This is not true of the faculty club, but the dormitories there were fifty-fifty; they matched government funds. This is always very desirable, if you're donating.

Haas Pavilion

Haas: Even the Walter Haas Pavilion, which name I really fought against, has government funds.

Now, Gene Trefethen, who is a very wonderful man (and that is one of the fine associations from Mills) came to me to have this pavilion which is intended for their physical education, as well as the drama and arts. It does function as both. They wanted to use my name. I said I really didn't want my name to be used unless I gave the money fully, and I discussed this with Dan Koshland, who agreed with me. My family did not. Gene Trefethen was very persuasive. At two or three meetings, I said I would like to give it all, but I can't; I could have today, but

Haas: I couldn't then. I could have today because Levi Strauss has gone public and the stock is now of such value that I could give, but I couldn't give it before.

I should say Gene Trefethen, who is really an amazing person, convinced me that the only way they could get the pavilion was if I lent my name to it, that there were people who would give if my name was involved, rather than just the name of Mills.

Nathan: Was he Chairman of the Trustees?

Haas: He's Chairman of the Trustees. And reluctantly, although my family was trying to persuade me, I agreed to this. My wife and I myself made a large contribution. As a result of this, the Levi Strauss Foundation gave some money. Dan Koshland, Mrs. Russell, my children and my friends gave. I don't remember who, although some people have told me.

It seems that I did make Gene Trefethen guarantee that he would not go around with a tin cup and use my name to solicit, although I think he did go around because I heard from several who had given, which didn't hurt them. They gave in my honor and reported to me, which unfortunately caused me to give something for them in return. But I have never learnt the full list of people who gave to this concept or how much they gave. I do know that it went over the top. And as I say, my wife and I gave considerable. Over half of the amount required was given directly by people close to me.

Then they asked me, "Could the Lucie Stern Trust give?" and I said this I thought would be an infraction of my honor to give from the fund in my honor. But I did give them a large sum to be devoted to anything that they wanted to do, except the Haas Pavilion, and this commitment will now be finished. It amounts to \$300,000; it will now be finished in the next few months and paid up.

I think they are going to use it as so-called Lucie Stern Scholarships, which is a fine thing to do. I think that is the determination, although this has been left up to them and in nowise will this go to pay for the Haas Pavilion because I thought this would be a violation of my trust, although I could have done it and nobody, no court or otherwise, would have said, "no" to me. I'm not trying to be a hero in my own talk, but I at least have certain principles.

Haas: And so the building was opened on January 20, 1971, with a Merce Cunningham group, a dance group. I thought it was probably one of the worst performances I've ever seen in my life.

I should go back to the dedication on December 16, 1969. This was a very delightful occasion. They asked me for a list of those who would be invited, amongst whom were many whom I guess they had or had not solicited up to that time (they would afterwards) as well as college friends. I had to make a speech, which was quite well received. At that time the building was just a hole in the ground with some steel structure, and unfortunately, Mills was being picketed for some reason or other. How they managed to get the food and the special meal for the guests, I do not know, but it was really a very delightful occasion.

My friends told me that I spoke well, which is a surprise to me because I am not a finished speaker and I worry a great deal about what I am going to say and generally tear up my script and talk ad lib. They had a luncheon at the Easton Rothwell Pavilion and by that time I felt I was probably a saint on earth the way they talked about me. I tried to call them off for that.

Now I am no longer with Mills. I am still interested in Mills, as are other people, particularly Easton Rothwell, who is no longer with them, and his dear wife Virginia, whom we see and whom we exchange social visits with, and Gene Trefethen, who has become a very close friend of mine. We also exchange social amenities, more particularly he and I than the families. I still have Mills on my list of donations. I'm just finishing up my commitment, so they may have to rest for awhile.

XX RECOLLECTIONS: SOME FRIENDS AND FAMILY MEMBERS

Haas: It's difficult to record people who have been close to me. I think I did mention there were five of us who were married about the same time.

Nathan: No, I don't think I have that.

Haas: They consisted of Albert Schwabacher, who married my cousin May Koshland; Morgan Gunst, who married a dear friend of ours, Arline Dreyfus of New York; Philip Lilienthal who married my sister; Edgar Sinton who married Marian Walter, who was close to me. There were a group of five who were very close during our lifetime, very close, my dearest friends on earth.

I did think I mentioned that my wife and I were the best man and the maid of honor for the Sinton wedding, Edgar Sinton's wedding, and they in turn were the best man and maid of honor for our wedding.

In addition to that I was the best man and my wife was the maid of honor for the marriage of Charlie Haas to Fannie Stern. He was my first cousin and his wife was my wife's first cousin, but they died rather young. Their daughter, Madeleine Haas married Russell. She was brought up by her aunt Alice Lilienthal, but I was one of those, with Walter Heller and Sam Lilienthal, managing her financial affairs. They died and I managed her financial affairs until ten or eleven years ago. I said this was no longer right of her, and I suggested she have investment counselors, although they consult with me and she does still consult with me about her affairs; and she and I have the last word about their recommendations, although I have told her and them I will not be responsible for her money.

If you have a financial adviser you must go the whole length and either go along with them or change them. She

Haas: has other affairs that are not under their supervision and for which she comes to me, and also consults me about some of her major charitable gifts, although when she was young, she did not want anybody to know that she was able to give, but now she knows she can't avoid this. She does discuss things with me, but she has her own mind, and has made it up and done brilliantly herself.

She was part of the State Department with the Reception Center here, and did this extremely well. She's a very lovable person, but she has only one fault, which I constantly upbraid her with. She does not know that time exists. At the beginning I felt that she was very uncertain about what she wanted done. Now she has gotten to know her desires much better, and we have both been very, very close to her. In fact, she has been one of those who has traveled on our trips to Greece.

Nathan: May I ask about this picture of Chester Nimitz? That has fascinated me.

Haas: Among my friends has been Fleet Admiral Chester Nimitz. I met him through my mother-in-law, Mrs. Stern, who became very close friends with him. I really do not know exactly where that friendship started, but she very often had Chester Nimitz and his wife for dinner, and we also became friends. Naturally, I admired him greatly, thought particularly well of his decision at Midway, which changed the balance of the fighting in the Pacific.

During the time of Mrs. Stern's life my wife and I became very close friends with him and his wife Catherine Nimitz, and this continued after Mrs. Stern's death. We didn't see as much of them, but we exchanged courtesies. He was very much interested in horseshoe pitching, and I think became one of the heads of the horseshoe pitchers' association of the United States. He gave me a design for a horseshoe space in my home in Atherton, but we never did it. As a matter of fact, we were so close that I became one of his civilian pall-bearers.

As you come into my office, you will see his picture, the dedication to my wife and myself. I think I also have another picture of him at the signing of the Japanese Treaty on the Missouri, which he attended. His wife Catherine we have not seen much of, she is quite crippled, but has a wonderful spirit and a sense of humor that is beyond compare. Only the other day we went to a funeral at the Golden Gate Cemetery where Admiral Nimitz is buried and I thought I should visit his grave, which I did. He

Haas: has a tombstone exactly the same as all the others around there. On it it says, with the five stars, "Fleet Admiral Nimitz," but it is exactly the same as those of the other people there. This great man could have been buried with honors in Arlington, but he wasn't. He wanted to face the Pacific where his record had been so great, and to me it is more of a tribute to his greatness to see him just the same as all the other thousands of tombs and plain marble slabs for all the others of no matter what rank.

In remembrance, we left some flowers on his tomb. I spoke to Mrs. Nimitz, who unfortunately on account of being crippled couldn't go there, but she was very pleased that we had paid this tribute to him. In his life he was the sweetest man, those blue eyes; he loved to be with men and tell racy stories; he was just full of life. I asked him why he didn't write his memoirs, as all the other five-star generals are now doing, and he said, "No," if he'd really write them the way he wanted to write them, they probably shouldn't be open for too many years.

Now, speaking of others. I guess the one closest to me has been Daniel Koshland, whom I have referred to as coming out here, and was invited to come to Levi Strauss & Company by me. He married my sister and is my brother-in-law and cousin as well. She died after a long, long illness, and he married again, but our association has been so close in everything.

In the business we're dual operators. We have never had Monday morning quarterbacking or "I-told-you-so." Each of us might have had opinions as to what has happened, but this has never come between us, and as far as business is concerned in our outside activities, we have each gone more or less our own way.

Dan has been more personally involved in outside charitable and educational activities than I have, although I have done, I think, enough of them. We discuss sometimes our major charitable contributions. I don't think either of us has ever taxed the other for anything that they might have done that hasn't been done, and our relationships continue this way as we reach the age of wisdom or possibly senility.

Now, there is little to add. I think in talking about my family, I have spoken mostly of my two sons and their activities. I should say beyond that each of them now spends most of his time refusing requests to go on boards,

Haas: either charitable, educational or business boards. They both feel at this age and time, and particularly since we are public, that the operation of Levi Strauss & Company is a major responsibility, particularly to the new employee investors and to the others. They are refusing requests all along, except that Peter just recently did accept a request to become a trustee of Stanford, making as a condition that he will be called upon for nothing this coming year except to attend meetings, as he will be head of the United Crusade.

Walter Jr. has been on government boards. He is now on the Ford Foundation, and is on the boards of two of the finest and largest corporations in San Francisco, being the Bank of America board and the Pacific Telephone board. Peter is on the Crocker Bank national board and the Fibre-board business and has been on the Mount Zion Hospital Board and the Jewish Welfare Fund, and so many charitable boards.

The daughters-in-law have also been active. I really can't tell all the things they've done. I know that Evelyn was on the board of Children's Hospital, and the museum. My daughter-in-law Josephine Haas has been very active in the aid to retarded children and others. There is a special condition in their own family, a child who is retarded.

My daughter Rhoda Goldman has been on the Mount Zion board, and has been particularly active in--I forget the name of it; it's the cancer board, where one has had a breast removed--I think it's called Aid to Recovery. And she has gone up and down the coast. She's gone to Reno, to Los Angeles to her meetings in this, and has done a remarkable job. My son-in-law Richard Goldman has been very active in civic affairs. He's on the Public Utilities Commission, and he is on various other organizations, is extremely active in civic life. He has developed a business of his own, which is one of the larger insurance businesses in San Francisco and is very successful financially.

My chief difficulty in life is not recognizing people when I see them because I've been involved in so many civic activities, the Chamber of Commerce, the Welfare Fund; I've been on the California Alumni Association, in various clubs, the World Affairs Council. I've been around the town so long people know me, and I don't know them. Fortunately, many of them, when I look a little blank, help me out. This works all right, except at social parties when my wife is with me, and she knows the signs and tries to slink away if I can't tell who they are.

XXI TRAVELS

To Greece

Haas: Have I mentioned our trips to Greece?

Nathan: No, I'd love to hear about them.

Haas: Well, we started by going on a trip to Greece with my sister (Ruth) and brother-in-law, Philip Lilienthal. At that time we met a guide by the name of Taki. We call him Taki; his name is Demitrios Stavrides. We just went for a short time.

Later on my sister and brother-in-law went on a cruise, and we went on a boat called the Daphne. And at that time the other people on the Daphne were my cousin William Koshland, whom I invited, and then the Robert Haases, with whom we have made frequent trips.

Now Robert Haas I should say was the son of Kalman Haas, who was a first cousin of my father's. So we really are not relatives at all, but we got to know them and love them, and made various trips to all parts of the world, including North Africa, with them, and to Spain, and then we had two others. And they recommended Warren Lynch, and I used to call him Schultz, so we had great fun. I never used to refer to him by his right name. We went on the Daphne with a cruise with Taki.

A few years later, we decided to go on another cruise on the North Wind, and this time I invited the Russel Lees as my guests. But we also had Joseph and Gladys Moore and the Jacquelin Humes in the party. I didn't know what would happen because Jacquelin Hume is probably in his views to the right of McKinley and Russ Lee is very progressive, has started a great clinic and did have many fights

Haas: with the CMA [California Medical Association] and the AMA [American Medical Association], but now they've come around to his way of thinking.

This time we took off from Venice and we had a yacht called The North Wind, which is a better boat than the Daphne. This boat met us in Venice. We met first at the Royal Danieli where I had a big room and a parlor so our group could meet. We knew them all but they didn't know each other. We went to a dinner at a restaurant, and I felt, "If the fur will fly it will fly here," but somehow the Humes and the Lees got along. We had a delightful cruise. We went along the Dalmatian Coast and to some Greek islands. This was the second boat cruise.

Then we went on another cruise, and this time I invited the Easton Rothwells, Rabbi and Janet Weinstein and Dr. and Mrs. John Sampson and also Madeleine Russell. These were my guests, except for Mrs. Russell, who insisted on paying her own way, but I was the charterer of the boat, took care of things in Greece and on the boat.

We went, unfortunately, in October. Taki, incidentally, on all my cruises would give me a total figure for the hiring of the boat, for the supplying of food, liquor and shore trips, and I found this very satisfactory. So, except for tips to the crew, he pays for everything.

You'd think having a total figure, he would be reluctant to hire automobiles on shore trips and do various things, but he is not. So automobiles are waiting when we have shore trips and he never has spared the horses, and has taken care of all the liquor and the special foods that are required by some, although we sometimes bring a little brandy or some liquor we like ourselves.

So this time we went on the North Wind with a different group than the first time, and as we passed Sunion and turned the corner, we got into the most frightful storms that you can imagine and we couldn't butt these winds. I was amazed that my wife, who is a poor sailor, and others didn't seem to mind. I know they all took Dramamine, except myself, and I'm a pretty good sailor.

So finally we had to heave-to at a place called Thori-kos. We were in this port for three days. It was so rough that four large ships came and anchored in the same cove. And I was worried. This was an awful introduction for my group, but Taki who was our guide was ever ingenious. He was able to take them to shore and we could swim, also some of them climbed mountains, which Elise and I did not do.

Haas: My doctor, Sampson, had had a heart attack, and he was climbing the mountains but wouldn't let me do it. I was awfully bothered as the leader of this group and thought, "Oh, this is awful being in this place," but then we had one shore excursion and went to a nice village and a museum that we would never have seen without this. It seems that this was sort of a shake-down and we got along pleasantly together, and so we continued on our trip, and went to various Greek islands.

And we went to various islands which I had not seen and were new to the group. Unfortunately when we were the furthest away from Piraeus I got a slight heart condition, and woke up Dr. Sampson in the middle of the night. He immediately ordered the boat to head for Piraeus and put me out flat. The boat headed for the harbor of Athens at full speed and stopped at Mykonos because they had to have a stop-over and in which place he telephoned to a doctor he knew in Athens who met our boat on arrival at midnight, where they took an electro-cardiogram. They took one the next morning, also various other tests. Things were all right, so we went for three days more and then came back and everybody had a very enjoyable time.

I think two years later in May we took a similar trip with the same group that we had the time before, but also had Dr. Sokoloff who had just lost his wife and was our friend. We all met in Athens and all the rooms on the yacht were taken, and I found that Taki had to sleep on the floor in the dining room when we all went to sleep.

Well, this last time he was able to get a new trip and we didn't see one single island that we'd seen before. We went along the coast where the monasteries are, at Athos. And went to one famous monastery where no women are allowed to land. They don't even have female animals or fowl. They might have some pigeons. This monastery, which is supposed to hold three hundred members had now only thirty-five people, and this is on the way out. But anyway, this was a pleasant trip and we had delightful weather.

We always have the boat. We say the trip is partly archeology and partly swimming beaches. So this is Taki's desire. And this time there were no problems. We ended up in Turkey and saw Smyrna. We also saw Ephesus. A perfectly delightful trip, and I think the only place that we went which was a duplication was Mykonos, which nobody minded going to again.

Haas: This was so delightful that we are planning another trip in May of this year, and now Taki writes me that we've run out of islands, but I have an idea of going around the Peloponnesus. As far as I'm concerned, to be on a boat, to be with good friends, and if we have a good chef and captain, to have a drink at the appointed hour when the sun goes over the yardarm, to have some archeology, some beach, some swimming, this is enough for me.

The group this time will be the same group as before, that is, the couples will be the same. Madeleine Russell expects to go with a group to China, of which I am doubtful, and in her place we have asked Mrs. Robert Haas, who will join us, and there is one room vacant in case Madeleine Russell cannot go to China. I've offered this to her if she wants to come, in which case poor Taki will again sleep on the floor of the dining room, but if she doesn't come, he will have one of the single rooms.

Nathan: About how long are these trips?

Haas: The trips are of two weeks duration, and they have been delightful. We read that the boat, which incidentally [the North Wind is about 120 feet long], has a crew of about eleven, was the boat that Jacqueline Kennedy was on when she was still Jacqueline Kennedy and was in Greece. It is one of the finer boats that is chartered. Of course, the Greek multi-millionaires who have shipping have some of their own plush yachts, which are finer than this, but this is a very sea-worthy boat. It's been somewhat run-down interior-wise, and I have told them they have to improve the inside.

To Israel

Nathan: Let's talk about Israel.

Haas: We have gone traveling to Israel three times. I think the first time was five years after independence, and I think I mentioned Avram Biran.

Biran is now director of antiquities and became a great friend of ours; in fact, he will be here shortly again. He enjoys his digs and keeps on digging. His latest place of digging is in Dan, which he couldn't have done before because Dan is in the Golan Heights district.

Haas: We also on our first trip met Jakob Solomon, who is probably the greatest lawyer in Israel, with offices in Jerusalem and Haifa. Jakob has become a great friend of ours, and once we celebrated together my birthday and his wife's birthday, which happens on May 11. We also have been good friends with Teddy Kollek.

Nathan: Oh, the Mayor of Jerusalem.

Haas: And I have received a special lamp from Golda Meir, the Prime Minister. I used to know the Director of the Central Bank of Israel, Mr. Horowitz, very well, used to call on him because I'm always interested in finance. He was out here once when Stanford was giving its great convocation, when it invites industrialists from all the world every four or five years. I saw him then, and I haven't called on him recently although I have visited Teddy Kollek and Biran and Jakob Solomon, and they have all visited us in this country, and we are very firm friends.

Those are our great friends there, and, of course, these we really met because of our contributions to Israel, at least to the Welfare Fund, and which goes to UJA [United Jewish Appeal]. I guess when we were traveling there we met them. And these we met the first time we went there, all except Teddy Kollek.

We went, first, in the five years after independence, then again later, and then we went the final time, at least the last time that we've been there--I doubt that we will go again--to the dedication of the museum in Israel. And this is when we got to know Teddy Kollek rather well. He invited us to his home. This was before he became mayor because after all he was with the Ben-Gurion party, and they were on the outs with the present ruling party, but he became Mayor of Jerusalem, has done an outstanding job.

I think he has gotten the resident Arabs and the Jews together, and if this could become well known, they probably could be able to all live together properly in the situation. I will say that I have been invited to come to Israel by the Prime Minister on at least two occasions where they have invited the large contributors to the UJA to come over on a one or two-day trip. Well, at my age I cannot engage in this kind of travel, particularly as they don't seem to realize that I have to go from San Francisco to New York, and then go two days on the trip back and forth, although my interests are great there in the country's survival.

Haas: Naturally, I have a feeling of kinship, but particularly because I believe their survival is in the best interests of the foreign policy of the United States. And I've told the people who come from there, as much as I admire and am going to help, I believe this is a democracy and they are the only ones who can stand up for us against the Russians.

Our country is standing by them, and this is consistent with the foreign policy of the United States. I have told my friends there, and they understand, and I hope it will never change, but if their policy should be against the foreign policy of the United States--I am an American first, and an admirer of Israel second.

I'm just qualifying this because our family contributions are really the backbone of the collection in San Francisco. And beyond that I will say that even not only for the Jewish contributions, but whether it comes to music, the arts or other things, I believe that 98 Battery Street is almost the core of philanthropy in San Francisco.

XXII CLUBS

Haas: I have now been a member of so many clubs I resigned from. Let's start with those I've resigned from, which are Menlo Circus Club, the California Tennis Club, Presidio Golf Club--these you see all have to do with physical activities. When I resigned from them, I was no longer able to play golf or tennis.

In each case where I did resign from them, I asked them if they had a waiting list and needed my membership because I wasn't resigning for financial reasons. I didn't want to put them in the hole. In each case they were very nice about it, and said that this was all right. Financially, I didn't have to resign, but I didn't want all those clubs.

So now I am still a member of what I call The Family, which is really a club and which I enjoy the most; I became a member in 1941. I am a member of the Stock Exchange Club, the Bankers Club, the Villa Taverna, the Concordia-Argonaut Club and the St. Francis Yacht Club. I think those are the only ones in which I pay dues.

I am an honorary member of the Strawberry Canyon, Haas Clubhouse, and an honorary member of the Stanford Faculty Club and also an honorary member of the Stanford Golf Club. Of course, these honorary memberships are because of my activities for the universities. At the moment I can think of really nothing else.

Transcribers: Arlene Weber, Jane West
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APPENDIX A

ADDENDUM: Lucie Stern Trust

One of the important activities of my business life has been the handling of the Lucie Stern Trust.

To go back a little, Lucie Stern was the wife of Louis Stern, one of the four nephews of Levi Strauss who were in the business. Louis Stern was an invalid already when I entered Levi Strauss & Company in 1919, and my father-in-law, Sigmund Stern, was handling the financial affairs of Lucie Stern. When Sigmund Stern died on April 24, 1928, Lucie Stern asked me if I would look after her affairs, which I did until she died on January 18, 1946. As her daughter, Ruth Stern, was sickly and incompetent, I became the court-appointed trustee of the latter's funds as well as of her person.

When Lucie Stern died on January 18, 1946, she left her estate in two parts--one-third to a trust which had a ten-year life and the other to a trust under paragraph 7 of her will. Both of these trusts were to be devoted to charitable and educational causes--the smaller trust immediately but the larger trust was reserved so that it would take care of Ruth Stern during her lifetime in the manner to which she had been accustomed. It therefore became my responsibility to commit money from both these sections of the will in a manner in which Lucie Stern was interested, although there were no fixed requirements in my future expenditures except court approval.

The trust under paragraph 7 was also to be maintained so that its income could be used to take care of Ruth Stern if her own funds would not provide for her comfort, which they did till her death.

Under these circumstances, I proceeded to use the interest and income of the smaller trust during the ten years, all this money was not expended and therefore a foundation was created from which expenditures were made and which has now been completely liquidated.

My requirement was to look after the investments in both of these trusts established by the will and to donate funds as I deemed best. Although I knew Lucie Stern's desires, she was foresighted enough to know that there might be change and therefore there were no fixed requirements. I did know that her chief interests were in Boy Scouts, the City of Palo Alto, and Stanford University as well as the University of California where her husband had been an undergraduate. Other commitments were made as the years went along but these were the priorities.

Lucie Stern's major interest was Stanford University, as she had moved from a large house enclosed with brick walls during her husband's illness, to Palo Alto after his death. At this house in Palo Alto, she entertained Stanford students on Sundays, with their girl friends, and also gave them articles from her slop chest which consisted of shirts, underwear and Levi pants. The

members of the University family were very good to her, and during World War II, she carried on an enormous correspondence with the young men who had come to her home for dinner on Sunday night. She was known to the campus as "Aunt Lucie."

The smaller trust was used largely for Boy Scouts, including one camp in the Sierra completely funded, as well as many conservation matters.

Another of the principal recipients of this smaller trust also was the Palo Alto Medical Research Foundation started by Dr. Russel V. Lee, who had been her doctor.

The larger trust, which we called Trust 7 because this was the paragraph of the will which inaugurated it, disposed of its entire income in order that this income not be taxed. From the time that the Trust started, its asset value was slightly over \$1,700,000. Upon the conclusion of the Trust, somewhat over \$9,000,000 had been given to various institutions. This amount includes all the income but the increment in the value of the Trust was the result of fortunate investments. The major beneficiary of this Trust was Stanford, where matching funds for student dormitories, housing over 600 students and faculty advisers, were built. The Faculty Club House was completely built with funds from this Trust, and a sum of \$3,000,000 was given to help pay for a new Law School building. Also, funds for medical research in the field of anti-convulsants were given to Stanford.

To the University of California, the Trust shared with my wife and myself in the development of the Strawberry Canyon Recreation Area.

It also provided \$500,000 for a Chair in Cardiology at the University of California Medical Center in San Francisco.

To Mills College, various projects, totaling \$1,400,000, were committed. This was principally used for the Lucie Stern Classroom Building, and \$500,000 was given to endow a Visiting Professorship. In addition, a large sum was given for scholarships. No monies from this fund were used for the Walter A. Haas Pavilion at Mills, as I felt this would be an improper diversion.

Appended to this history is a letter from Richard Lyman, President of Stanford University, indicating how well the funds have been received and used at Stanford. Similar letters of appreciation from the other recipients have been received but are not being forwarded for this report.

Walter A. Haas

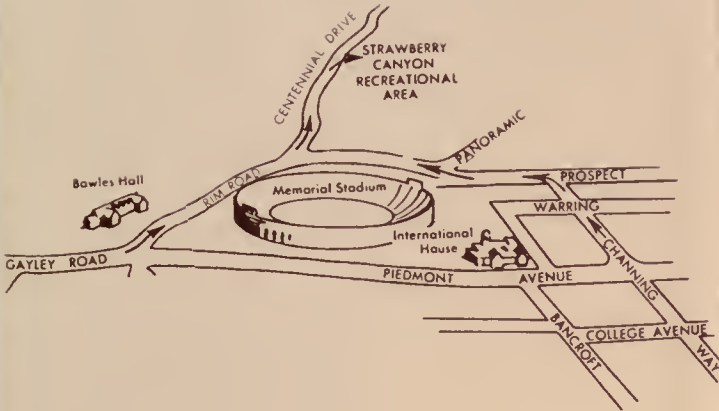
18 June 1974

STANFORD UNIVERSITY
STANFORD, CALIFORNIA 94305

OFFICE OF THE PRESIDENT

April 17, 1974

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STRAWBERRY CANYON RECREATIONAL AREA

UNIVERSITY OF CALIFORNIA, BERKELEY

Area Regulations

1. Whenever possible, children under 12 years should be accompanied by a parent or an adult member.
2. Parents are expected to maintain close supervision over children. For reasons of safety, children are not permitted to play on the upper level of Haas Clubhouse.
3. Bathers must soap and shower before entering the pools.
4. Bottles, food, and drinks are not permitted on the pool decks.
5. Alcoholic beverages are not permitted in the Area (except for approved group reservations).
6. Dogs and other pets are not permitted in the Area.

Swimming Instruction

Swimming lessons are available for tots, children, and adults who are eligible users of the Strawberry Canyon Recreational Area.

Tots

Children aged 3, 4, and 5 now have the opportunity to take swimming lessons at the Strawberry Canyon Recreational Area. The cost is \$5.00 for ten half-hour lessons. The classes will start at 10:30 a.m. daily, Monday through Friday. Registration in person begins at 9 a.m. April 8 upon payment of fee at the Area Office. A 6:15 p.m. class for sessions II and III is also planned. No refunds after registration.

Session I: May 6-17
Session II: May 20-31
Session III: June 3-14

Children

Swimming instruction, based on American Red Cross swimming standards, is offered to children from age 6 through 16. The fee is \$10.00 per pupil for 10 one-hour lessons, Monday through Friday. Swim classes are held at 9:45 a.m. and 10:45 a.m. Junior and senior life-saving classes (first and third sessions only) are held from 9:45 a.m. to 11:45 a.m., and the cost is \$15.00 per pupil.

Session I: June 17-28

Session II: July 1-12

Session III: July 15-26

Swimming classes are limited to six children per instructor when possible. Registration begins at 9 a.m. April 29 upon payment of fee at the Area Office. No refunds after registration.

Adults

Beginner and intermediate swimming lessons for adults will now be offered at the Strawberry Canyon Recreational Area. The cost for 10 one-hour lessons is \$10.00. Classes will be held at 11 a.m. and 6:15 p.m., Monday through Friday. Registration in person begins at 9 a.m. April 8 upon payment of fee at the Area Office. Adult swim classes will be offered this fall.

No refunds after registration.

Session I: May 6-17

Session II: May 20-31

Session III: June 3-14

If you have any questions regarding the swimming classes, please call the Area Office, 642-5575.

CHILDREN'S RECREATION SCHOOL

The Children's Recreation School will again this year be held at the Strawberry Canyon Recreational Area. Any child who is 8 through 14 years of age is eligible. The program begins July 29 and concludes August 30. It includes swimming, field sports, and optional activities such as tennis, music, archery, arts and crafts, hiking, and nature study. The cost of the five week program is \$55.00 per child. Further information may be obtained from the Supervisor's Office at Haas Clubhouse.

ADDITIONAL PROGRAMS

The Strawberry Canyon Area also offers a three week (July 8-July 26) recreation program for neurologically handicapped children. The program is similar to the Children's Recreation School. Call 642-5575 for additional information. This coming fall and winter ladies sports and fitness classes will be offered. Registration for this program will begin in September.

STANFORD UNIVERSITY
STANFORD, CALIFORNIA 94305

OFFICE OF THE PRESIDENT

April 17, 1974

Mr. Walter A. Haas
Trustee
Estate of Lucie Stern
Two Embarcadero Center
San Francisco, California 94111

Dear Walter:

During the past twenty-seven years, Stanford has had many opportunities to express its appreciation of all that you have done for the University as Trustee of the Lucie Stern Estate. Even if we were to say thank you once a day for the next twenty-seven years, we still could not exhaust the reservoir of gratitude that has built up over the years.

You have said that you are merely the "instrument" of the Trust, but we know better than that. Through your wise management, the Trust grew far beyond its original value; and that certainly has been to Stanford's benefit. But more than just financial management, it has been your diligence and integrity in administering the estate that has meant so much to us. I am sure that Aunt Lucie would have been enormously proud of you.

It is difficult to imagine what Stanford would be like had there never been an Aunt Lucie or had she not opened that magnificent heart of hers to the University. The total impact of Lucie Stern and the Lucie Stern Trust upon Stanford is ultimately incalculable. It encompasses but also transcends the tangible contributions: a Fluoroscope for the detection of tuberculosis; the Ruth Stern Loan Fund for undergraduates; the Ruth Stern Research Building at the old Medical School; the Ruth Stern Scholarship for Eagle Scouts; support for medical research on anti-convulsants; Lucie Stern Hall and the Lucie Stern Memorial Guest Room; the Faculty Club and the new Law Building. The sensitivity and generosity reflected in the above list is surpassed only by the founding grant of Senator and Mrs. Stanford. The name Lucie Stern is firmly and irrevocably engraved in the living fiber of this University.

All this is by way of acknowledging the recent gifts which complete the Trust's pledge to the Law Building. For all the years and all the help, we thank you.

Sincerely yours,



Richard W. Lyman

WALTER A. HAAS
98 BATTERY STREET
SAN FRANCISCO

April 22, 1974

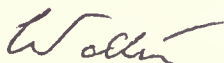
President Richard W. Lyman
Stanford University
Stanford, California 94305

Dear Dick:

I acknowledge your letter of April 17, referring to my trusteeship of the Estate of Lucie Stern as far as its appropriations to Stanford are concerned. Although it is true that Lucie Stern left entirely to my discretion appropriations from the Trust and she was devoted to Stanford, I would never have continued commitments to Stanford if it had not continued to be an outstanding university. After making this decision, the rest was simple as I only sought advice from high officials at Stanford and acted on their recommendations.

Nevertheless, I must, in all candor, state that your letter is one of the finest I have ever received in my long career and I treasure your thoughts of me.

Sincerely yours,



Walter A. Haas

WAH:ie

APPENDIX B

THE REGENTS OF THE UNIVERSITY OF CALIFORNIA
IN RECOGNITION OF HIS MERITORIOUS ACHIEVEMENTS HAVE CONFERRED
THE DEGREE OF DOCTOR OF LAWS UPON

Walter Abraham Haas

CIVIC LEADER OF YOUR NATIVE CITY, SAN FRANCISCO - ALUMNUS OF THE
UNIVERSITY OF CALIFORNIA IN THE CLASS OF 1910 - PERCEPTIVE AND
GENEROUS PATRON, EVER CONCERNED TO PROMOTE AND IMPROVE THE WELFARE
OF THE UNIVERSITY'S STUDENTS, THE HIGH QUALITY OF HER INSTRUCTION
AND RESEARCH, AND THE VALUED AMENITIES OF CAMPUS LIFE - A LOYAL
FRIEND AND SUPPORTER OF ALL THE UNIVERSITY'S UNDERTAKINGS, YOU
HAVE GIVEN LIBERALLY OF TIME, COUNSEL, AND MATERIAL HELP TO FURTHER
THE INTERESTS OF YOUR ALMA MATER

IN WITNESS WHEREOF THIS DIPLOMA IS INSCRIBED WITH THE SIGNATURES
OF THE PRESIDENT OF THE REGENTS AND THE PRESIDENT OF THE UNIVERSITY,
AND TO IT HAS BEEN AFFIXED THE OFFICIAL SEAL

GIVEN AT BERKELEY THIS TWENTY-NINTH DAY OF SEPTEMBER IN THE YEAR OF
OUR LORD ONE THOUSAND NINE HUNDRED AND FIFTY-EIGHT
AND OF THIS UNIVERSITY THE NINETY-FIRST

Goodwin J. Knight
Governor of California and President of the Regents

Clark Kerr
President of the University

MILLS COLLEGE

Honorary Degree, 1968

WALTER ABRAHAM HAAS, LL.D., son of San Francisco and of our neighbor university at Berkeley; still youthful elder of the San Francisco business community; tireless worker for philanthropic causes; creative builder for new generations in the arts, in recreation, and in education; beloved trustee of this College for almost twenty years.

Mr. Haas, born in San Francisco in 1889, was graduated from the University of California in 1910 and received an honorary LL.D. from the University in 1958. From 1928 to 1955 he was president and director of Levi Strauss & Co. and since 1955 has been its board chairman. He is a director of the Executive Committee of the World Affairs Council and is a member of the Advisory Council for the School of Business Administration at the University of California. He has been a member of the Board of Trustees of Mills College since 1948 and served as first vice president in 1957-58. From 1958 to 1966 he was president of the Recreation and Park Commission, City and County of San Francisco, and in 1940-41 he was president of the San Francisco Chamber of Commerce. He served as president of the Jewish National Welfare Fund from 1944 to 1947 and of the Jewish Welfare Federation in 1958-59. He is a former director and member of the San Francisco Federated Fund, the San Francisco War Chest, and the San Francisco United Bay Area Crusade Executive Committee. For his distinguished service to the community and its people, Mr. Haas was awarded the 1965 Brotherhood Award of the National Conference of Christians and Jews.

CALIFORNIA ALUMNI ASSOCIATION

AWARD FOR 1970

WALTER A. HAAS, native son, distinguished civic leader, innovative business executive, and loyal alumnus of the University of California. Your inspired leadership of an enterprise whose honest product is regarded with affection around the world has brought honor to that company and to your profession. With a record of public service renowned in San Francisco, you have worked to keep city life from losing its human scale, through intelligent renewal and redevelopment, and the creative use of parks. A leader of such groups as the World Affairs Council and the Jewish National Welfare Fund, you also have served in such fields as music, art, business administration, and public health. Physical evidence of your generosity stands in such landmarks as the Strawberry Canyon recreation area, Stern Hall, and the Student Union. In all these undertakings and many more, you have distinguished yourself not only by the breadth of your activities but by your sense of involvement in the fate of your fellow man. For over sixty years a great friend and generous patron of the University, ever working to promote and improve the welfare of her students, the high quality of her instruction and research, and the valued amenities of campus life, it has been said of you that perhaps no single person has done more for the University over a longer period of time. In recognition of your achievements, the California Alumni Association proudly confers upon you the highest honor at its command, the California Alumni Association Award for 1970.

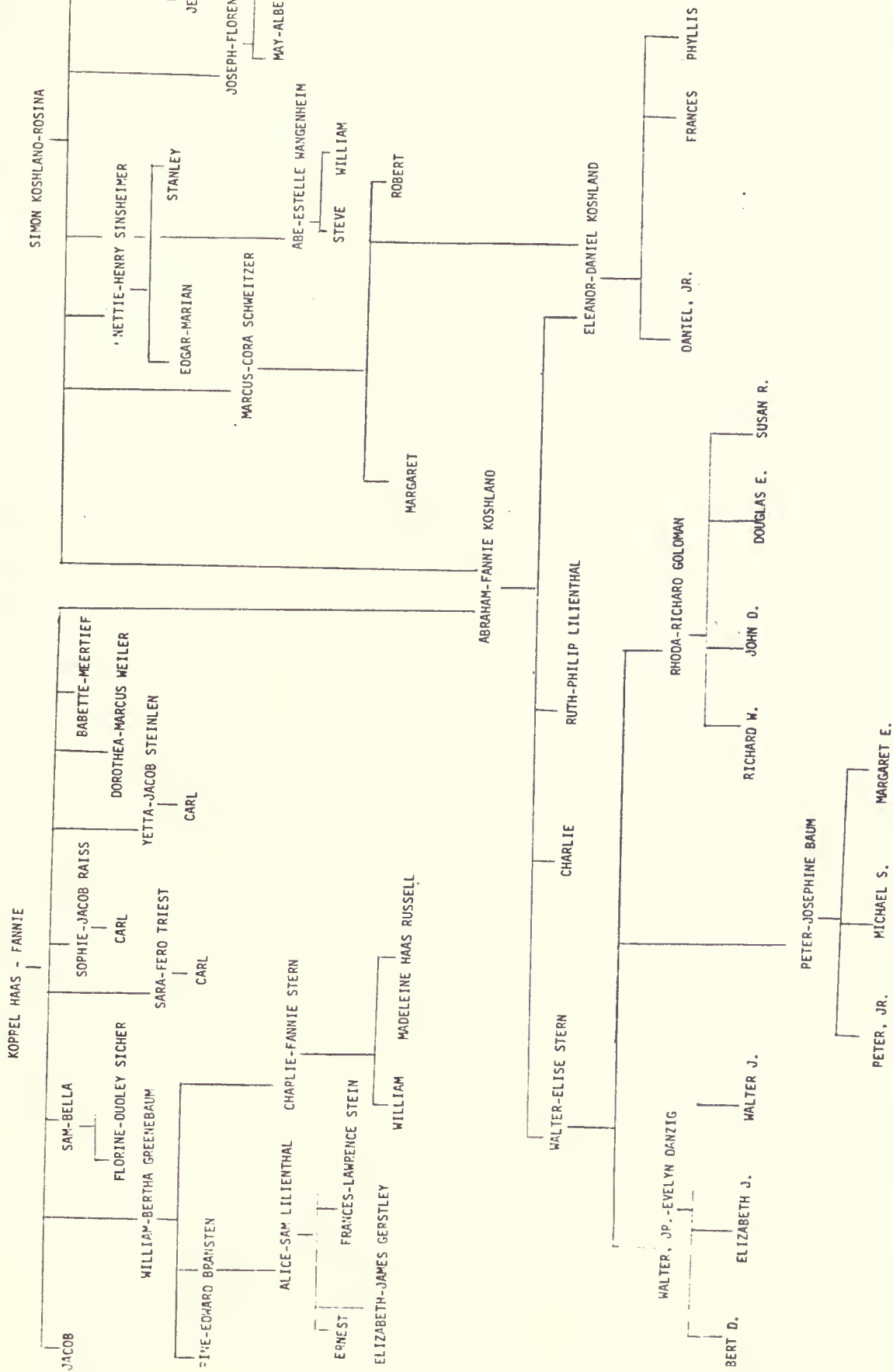
Given at Berkeley this thirtieth day
of March, nineteen hundred and seventy-one

APPENDIX C

WINNERS OF THE ELISE AND WALTER A. HAAS INTERNATIONAL AWARD

<u>Year</u>	<u>Name</u>	<u>UCB Class</u>	<u>Position</u>
1966	<i>Dr. Abdul Majid</i>	Ph.D. '40	Afghanistan Ambassador to the United States
1967	<i>Mr. Galo Plaza</i>	Student '29	Former President of Ecuador and United Nations diplomat
1968	<i>Mr. George K. Togasaki</i>	B.S. '20	Japanese businessman, civic leader and President of Rotary International
1969	<i>Mr. Mario E.G. Bancora</i>	Student '44	Director of the Argentine Atomic Energy Commission
1970	<i>Dr. Sun Fo</i>	B.A. '16	President of Examination Yuan and one of the framers of the Constitution of the Republic of China
1971	<i>Dr. John J. Akar</i>	B.A. '50	Ambassador of Sierra Leone to the United States
1972	<i>Dr. Garegin Saroukhanian</i>	M.P.H. '54	Advisor to the Ministry of Health for Health Planning & Training in Iran
1973	<i>Zulfikar Ali Bhutto</i>	B.A. '50	President of the Islamic Republic of Pakistan
1974	<i>Dr. Choh-Ming Li</i>	B.A. '32 M.A. '33 Ph.D. '36	Vice-Chancellor, Chinese University of Hong Kong
1975	<i>Dr. Haakon Wexelsen</i>	M.A. '28	Former President of the Agricultural University of Norway

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Graduated from the University of California, Berkeley, in 1941 with an A.B. in Journalism. Was assistant women's editor and managing editor of The Daily Californian, then known as the Monarch of the College Dailies. Prepared President Sproul's biennial report to the legislature, 1942-44; wrote advertising copy; edited house journals; served on local and state boards of the League of Women Voters, primarily in the fields of local and regional government and publications. Returned to U.C. for a Master of Journalism degree in 1965. Wrote for the University's Centennial Record. Now doing research, writing, and editing for the Institute of Governmental Studies, U.C., Berkeley.

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